MAY 1951

The Office

Magazine of

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The Office

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Vol. 33 **MAY, 1951** **No. 5**

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ON THE COVER: National Office Management Association's award winners for 1951. Kenneth B. Willett, Hardware Mutuals, Stevens Point, Wis., won the Leffingwell Medal. Mable L. Criss, Mutual Benefit Health & Accident Assn., Omaha, won the NOMA Fellowship. Charles O. Libbey, Tennessee Valley Authority, Chattanooga, and William C. Perry, Retail Credit Co., Atlanta, were winners of THE OFFICE Magazine's Schulhof Award.

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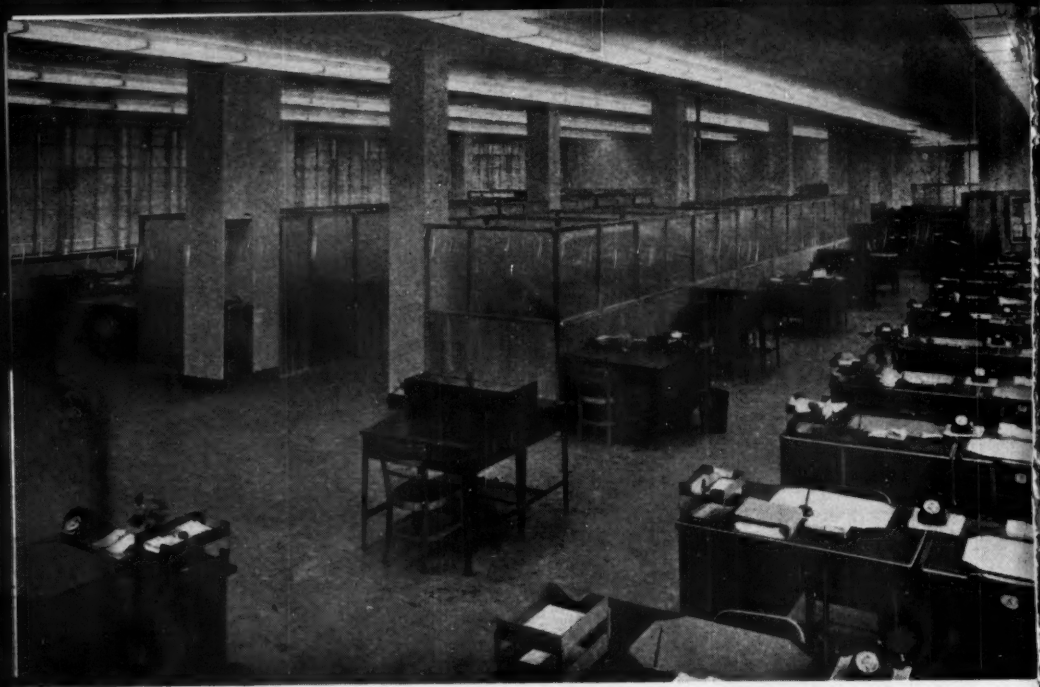
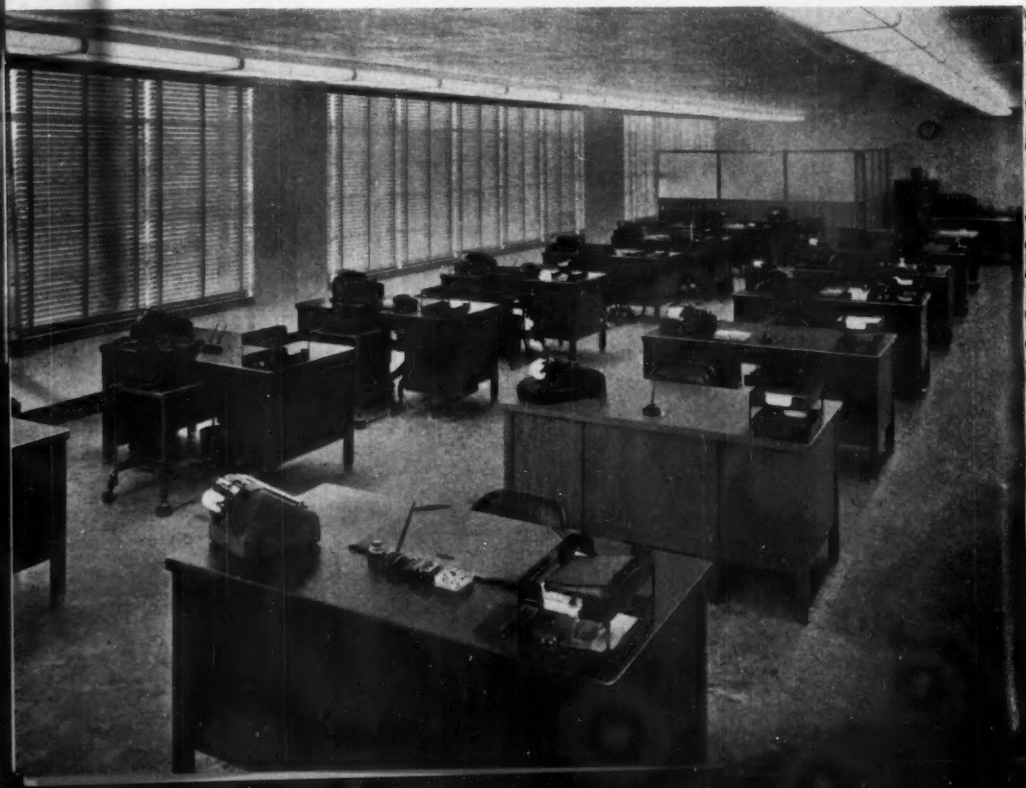
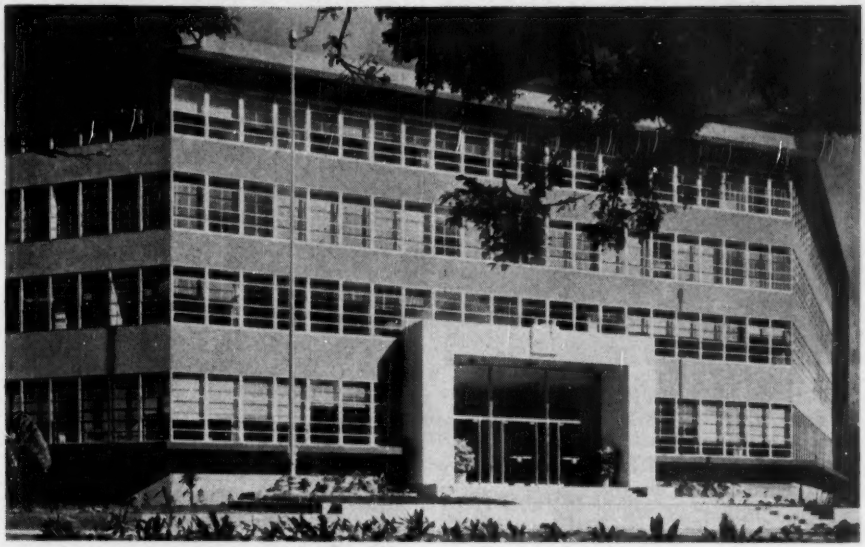


Honolulu's Department of Welfare with 90 workers is on the first floor (above) of the Liliuokalani Building. The second floor (below) is where 60 workers handle the welfare activities of the rest of the Territory of Hawaii.



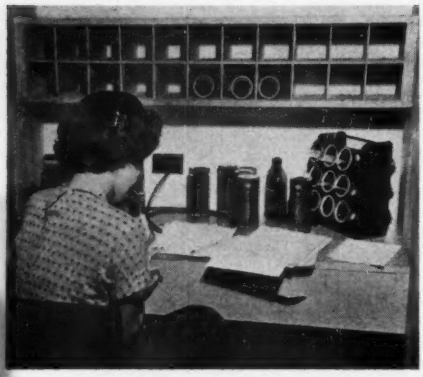


New Hawaiian Office Building

R. WENKAM

THE Queen Liliuokalani Building is the newest of several territorial office buildings in Honolulu. It is named after the last monarch of the old Hawaiian kingdom who succeeded her brother King Kalakaua and would, in turn, have been succeeded by Prince David Kawananakoa had she not been

Front and rear elevations of the Liliuokalani Building are shown on this page. Architect was Hart Wood with Edwin A. Weed, associate architect. The territorial seal over the entrance (above) is adapted from the coat of arms of the Hawaiian monarchy, sculptured by Roy King.



One of the three central dictating machine booths which are in constant use.

deposed in 1893 and Hawaii annexed by the United States in 1898.

This building is one of the first to be constructed in Honolulu's new civic center and houses the offices of the Departments of Public Welfare, Public Instruction and Sight Conservation. The departments can be expanded or contracted with a minimum of interior changes. The building has four stories and basement with a total of 97,000 sq. ft. and cost $925,000 to build.

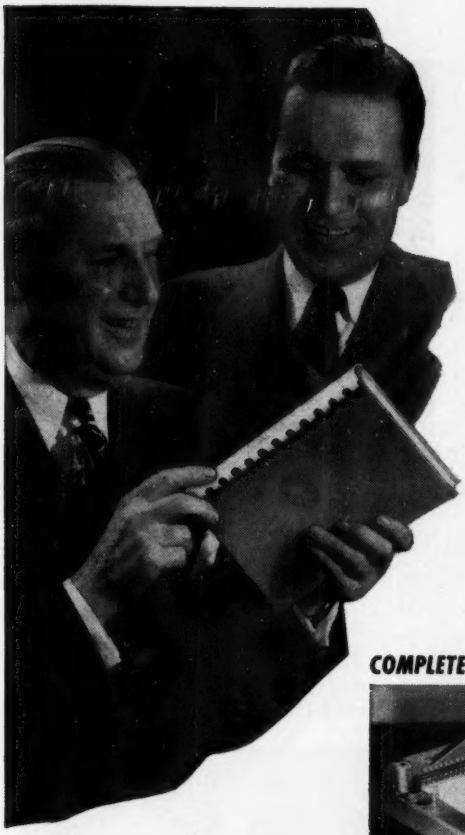
Hazel Kondo is a member of the stenographic pool.

The exterior is sage green for the main walls and dark cactus green on the end walls and overhang. The interior has dusty pink walls with bleached native koa woodwork and white metal trim. Floors are covered with gray rubber tile with pink veining. Lighting is fluorescent throughout and the floorplan allows practically every room the benefit of cross ventilation, important to island buildings.

Stenographer Pearl Young at the dumbwaiter which brings cylinders to the stenographic pool.

Heat resistant glass has been used to glaze windows on the rear elevations of the building because these face the afternoon sun. Each of the four office floors as an area of 19,000 sq. ft. which allows space to take in some of the territorial departments that have been housed in temporary wartime structures inherited by the Territory and filled with various territorial departments.

The building's second floor houses the Department of Public Welfare's 60 employees who administer welfare ac-



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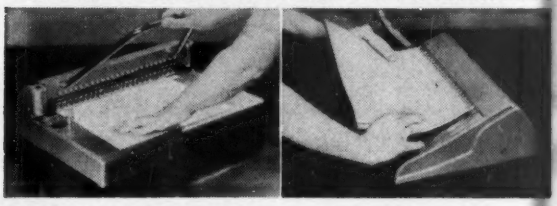

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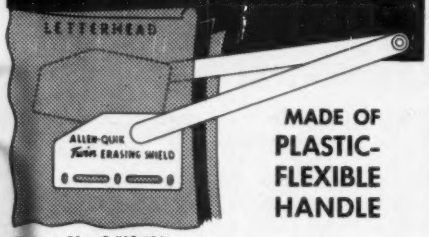

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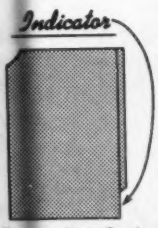

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Lillian Motoyama is a business administration accounting clerk.

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Typist Marjorie Lee checking case names at the cross reference card file.

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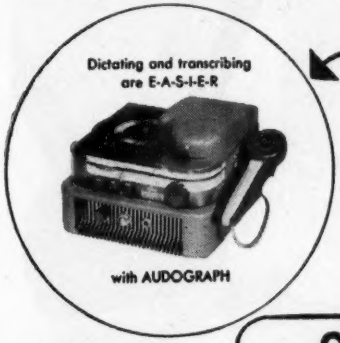

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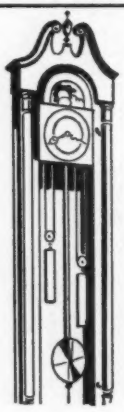
Ernest N. Heen is director of the Department of Welfare, Morris G. Fox is deputy director and Mrs. Eleanor O. Chopard is administrator of the Honolulu office. Several of the office personnel are shown in the accompanying photos.



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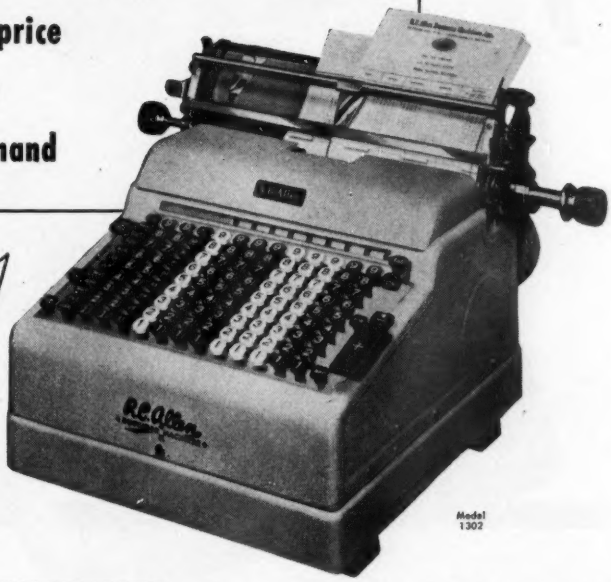

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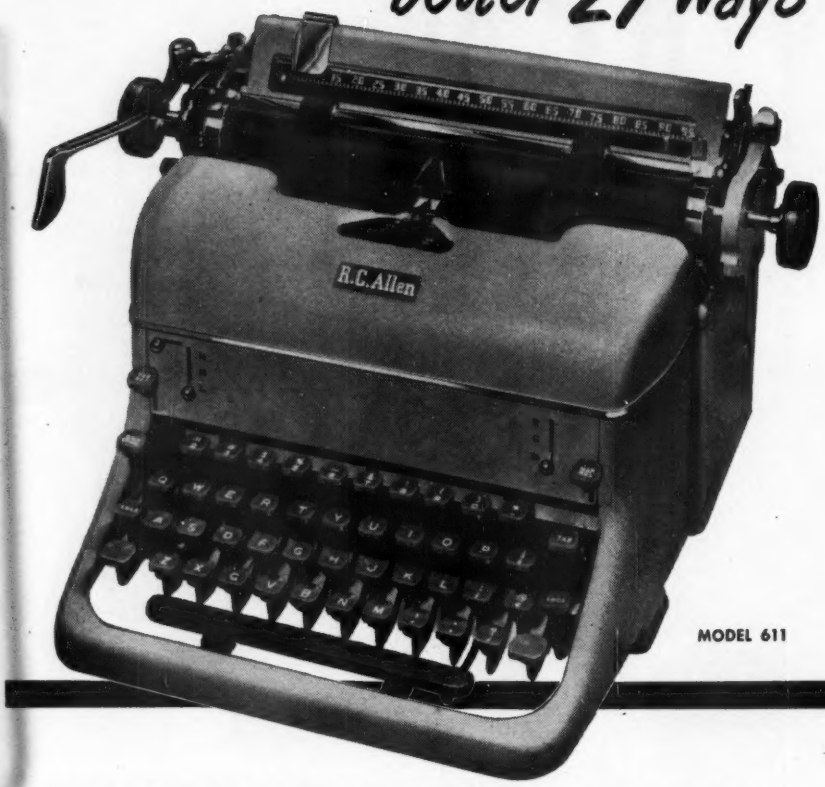

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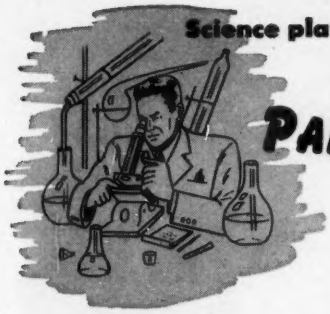

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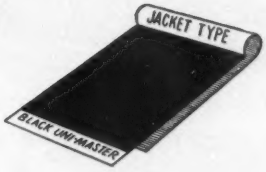

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THE BERT M. MORRIS CO. has been extremely careful to design all their desk equipment for sturdy—efficient—time saving usage without sacrificing smartness. A rich appointment to any executive's desk, yet the complete setting shown—pen set, memo pad, phone rest, letter tray, ash tray and book ends, retail for little more than the cost of one higher priced,—comparable fountain pen set.

MORRISET—the constant-flowing, all-round writing implement that *holds a full 2½ ounces of ink* for months of writing without refill. Absolutely will not flood. Choice of five quickly replaceable "thread-in" points — extra fine, fine, medium, broad, stub.

THERE IS NO SUBSTITUTE FOR QUALITY. *All Morris writing sets are equipped with iridium tipped points and each point is tested at factory by actual writing.*

MORRIS DESK EQUIPMENT STILL LEADS THE FIELD

MORRIS FOUNTAIN PENS—an efficient and economical pen set with "thread-in" point section. A real time and money saver in any office.

BOOK ENDS—MORRIS BOOK-EZE—at last an inexpensive book end to match modern office furniture.

MORRIS MEMO PADS—available in two types. With Jewelers Bronze bar that drops as paper is used or standard box style.

MORRIS LETTER TRAY—strong two point suspension allows access from entire front and both sides. Tiers quickly added, legal or letter size.

MORRIS ASH TRAY—A real He-Man ash tray. Glass lined, perfect for desk or conference table.

BERT M. MORRIS CO. 8651 WEST THIRD STREET · LOS ANGELES 48, CALIFORNIA

What is Top Tissue?

To the typist who has many tabular jobs, it's a time-saver and headache-saver.

To the mimeograph operator, it's assurance of a clean, sharp job, no fuzziness.

To YOU, it's a sure way of obtaining better results in your mimeograph operations.

POLYCHROME'S Top Tissue is a thin, transparent condenser tissue mounted on top of the stencil sheet. Its main purpose is to allow the typist to have a guide in cutting specially ruled or designed forms. All she does is rule in pencil any special guide lines necessary to help set up her job. She then inserts the stencil, top tissue and all, in her typewriter and proceeds to type with the form before her.

Top Tissue also eliminates type filling, since the typewriter keys do not touch the actual coating. And it helps reduce fouling by picking up some of the removed coating material in the cutting process.

Take advantage of these special features by ordering Polychrome Top Tissue stencils today — available in white and yellow stencils.

POLYCHROME CORPORATION

2 Ashburton Avenue
Yonkers, N. Y.

123 West 64th Street
New York, N. Y.

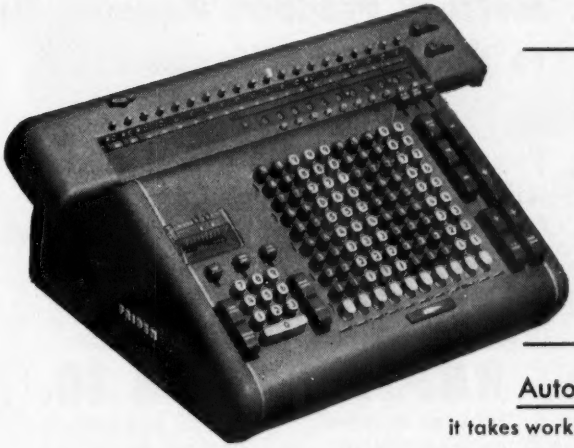
Figure Costs Cut by the Friden—The Thinking Machine

● Waste motions in figure processing are always costly. And under price control, the piling up of this excessive overhead cost can put profits in a dangerous squeeze.

Management has moved rapidly in recent years to *mechanize* all possible figure-work. Yet when the equipment installed requires the hiring of special operators, potential savings are often cancelled out.

The Friden *fully-automatic* Calculator, while capable of enormous output, is uniquely simple to operate. Your present personnel can use it without special training. Let your local Friden Man show you how this machine "thinks" its way through figure problems *with a minimum of operator decisions.* Friden Calculating Machine Company, Inc., San Leandro, California.

Friden sales, instruction and service available throughout the U.S. and the world



See the Friden Calculator demonstrated at NOMA'S All Purpose Business Show May 20 through May 23

Automatically

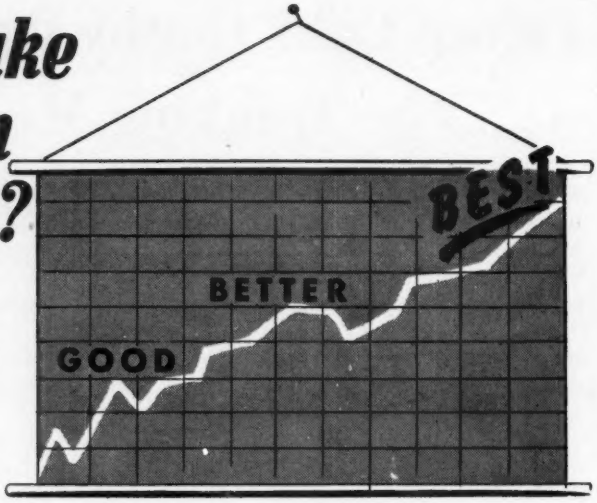
it takes work out of figure-work

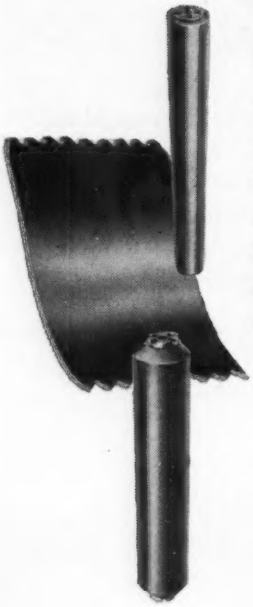
Friden

FULLY-AUTOMATIC CALCULATOR

THE THINKING MACHINE OF AMERICAN BUSINESS

why take less than the best?





Mercury Products Measure Up to the Highest Standards . . .

The custom quality of Mercury Products assures finest reproductions with minimum of operating costs. Get Mercury—the rollers and blankets that are made to the top standards required for accessories on large printing and lithographic presses.

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for Multilith printing machines

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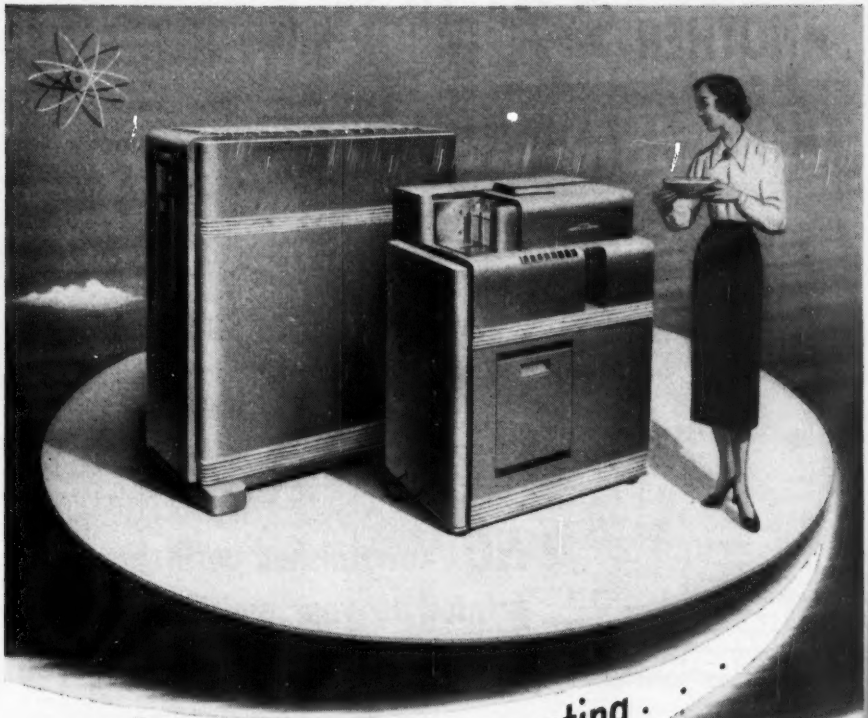

Electronics in Accounting . . .

Already, many large and small businesses are using IBM Electronic Business Machines to speed their work. Every day more of these machines are coming off IBM production lines to save time, money, and effort for more companies.

The Electronic Calculating Punch, one of the 9 types of IBM Electronic Machines, is pictured above. It is used for all types of accounting, statistical, and scientific computations. This machine figures payrolls, for example, at speeds hitherto impossible. In one minute, it computes the net pay of 100 people, multiplying hours by rate, subtracting all taxes and other deductions, adding overtime and bonuses.

IBM's leadership in applying electronic principles to punched card accounting machines has given greater speed, accuracy, and economy to the vital processes of calculating and accounting.

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NOW Furnished with headings printed to your specifications . . . at remarkably low cost to you

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- Excellent writing surface • Will withstand erasures • Headings are printed to your specifications—a real time-saving feature.

ALL SHEETS PUNCHED TO FIT STANDARD BINDERS

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Does NOT Dry Out!

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Hectograph Carbon
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Send for Free Samples for any experiments or tests you desire to make at any time. We consider it a favor to serve.

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CARBONS in Black, Blue, Purple, Red, Green, Brown, Orange, Yellow

Over 40,000 Different Varieties of Widths and Color Inkings

Kee Lox Service to the Public in the U. S. A. through 35 Direct Branches

Kee Lox Mfg. Co., Rochester 1, N. Y., U. S. A.

Please send free samples of Carbon:

Carbon. Color ..... size .....

We make ..... copies at one writing and use a ..... Machine.

Ribbons. We are interested in ..... Silk

Cotton ..... for ..... machine.

(Samples of work of different inkings will be sent.)

Firm .....

Address .....

Signed by .....

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KLEAN-WRITE STENCILS

the world's finest!

- "Easy on the Eyes" green for finest visibility.
- Will not be injured by hard set inks.
- Top printing on stencils that can't be rubbed off.
- Perforated film—no glue on hands or machine when using film stencils.
- No bleeding onto backs; interleaving paper entirely eliminated.
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WE WILL SEND YOU free samples and Frankel's exclusive dealership plan. Write today.

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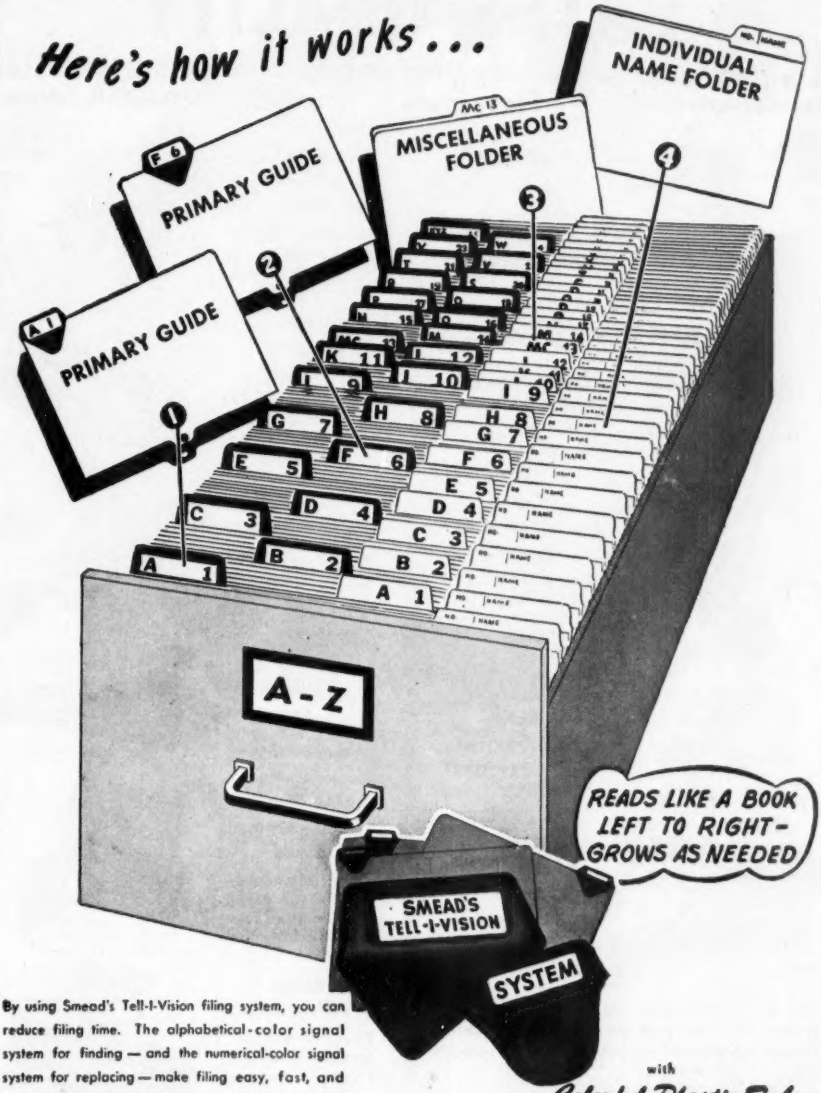
In New York City, contact Crystal Copy Corp., 23 West 23rd St.

SMEAD'S TELL-I-VISION SYSTEM

REG. U. S. PAT OFFICE

Here's how it works . . .



By using Smead's Tell-I-Vision filing system, you can reduce filing time. The alphabetical-color signal system for finding — and the numerical-color signal system for replacing — make filing easy, fast, and accurate.

with *Colorful Plastic Tabs*

LET US DISCUSS YOUR FILING PROBLEMS WITH YOU

THE *Smead* MANUFACTURING CO., INC.-HASTINGS, MINNESOTA

BATES QUALITY

is an assurance of long life and customer satisfaction

Bates Numbering Machines

The world's standard for excellence.

Bates Date Finders

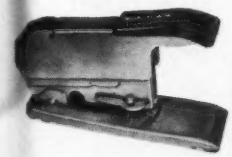
More than a calendar—automatically sets up monthly calendar until 1975.

Bates Automatic Eyeleter

Feeds, inserts and crimps eyelets in one automatic action.

Bates Refill

5000 rustless Brass staples each loading.



Bates Model C. Stapler

Makes its own staples. One loading—5000 staples.

All Bates products give lasting satisfaction and represent the highest standards. Backed by 60 years manufacturing experience.

Bates Samson Punch

Powerful, easy to use—perforates up to ¼" of paper.

Bates Mercury Staples

Precision made from highest grade cadmium plate steel wire.

Bates List Finders

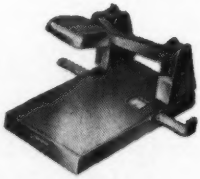
Data desired is instantly before you.

Bates Mercury Staplers

Wide range of models for every requirement.

Bates MunKee Silent Stamp Pads

Reversible, renewable filler for long life, clear impressions.



Bates Perforator

Easiest action, large waste container. Compact, Economical.

The Bates Manufacturing Co.

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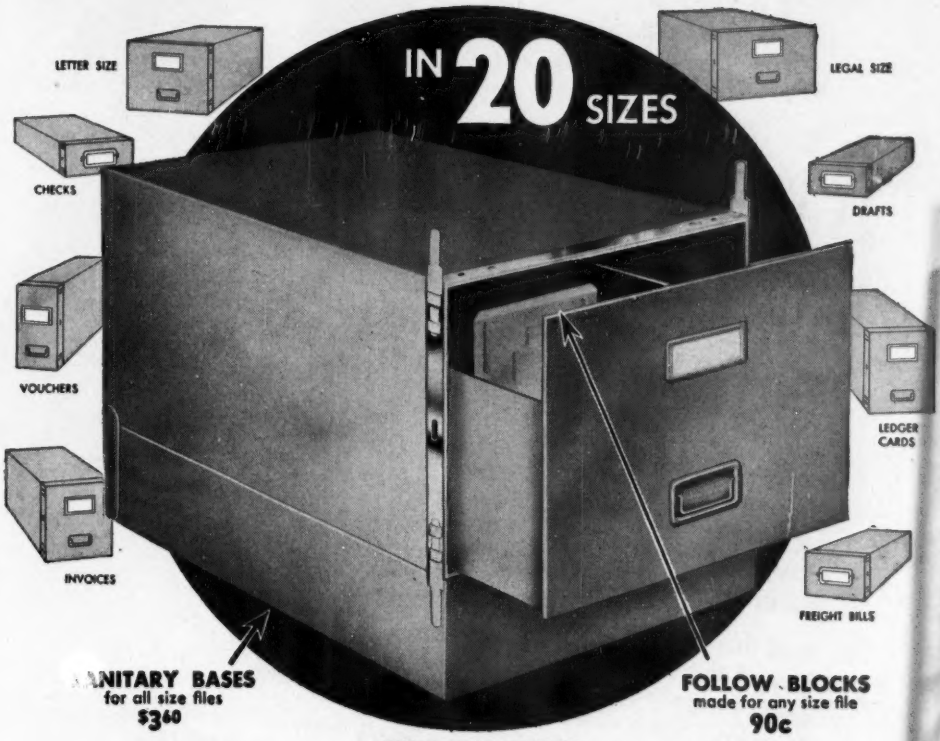
pronto STORAGE FILES



SIZES AND PRICES

Suggested Uses	Inside Dimensions			FIBRE BOARD DRAWER FRONT			STEEL DRAWER FRONT		
	Width	Height	Length	File No.	PRICE Single	PRICE Carton	File No.	PRICE Single	PRICE Carton
†Letter Size	12⅜	10¼	24	E210	$3.55	$3.45	1210L	$4.45	$4.35
†Letter Size	12⅜	10¼	15	E210S	3.45	3.35	1210S	4.35	4.25
†Legal or Cap	15⅜	10¼	24	E510	4.35	4.25	1510L	5.60	5.50
Invoices	10⅞	8¾	24	E109	3.20	3.10	109L	3.95	3.85
*2 Rows 8x5 Forms	10⅞	8¾	24	E108	3.50	3.40	108L	4.25	4.15
*Invoices or 2 Rows 8x5	10⅞	8¾	18	E108M	3.45	3.35	108M	4.15	4.05
Freight Bills	9⅛	7	24	E97	3.00	2.90	1971L	3.55	3.45
Checks	10½	4¾	24	E104	3.05	2.95	104L	3.95	3.85
Drafts or Checks	9⅛	4¼	24	E94	2.40	2.30	1941L	3.00	2.90
Drafts or Checks	9⅛	4¼	18	E94M	2.35	2.25	1941M	2.95	2.85
5x8 Forms	8⅜	5¾	24	E85	2.70	2.60	1851L	3.30	3.20
*Deposit Slips (2 Rows)	8⅜	5¾	15	E85S	2.60	2.50	1851S	3.20	3.10
Deposit Slips	8⅜	4¼	24	E84	2.40	2.30	1841L	3.00	2.90
Tabulating Cards	7⅝	3¾	24	E73	2.40	2.30	1731L	2.95	2.85
*3x5 Cards (3 Rows)	16½	4½	24	E64	4.35	4.25	1645L	5.60	5.50
*4x6 Cards (2 Rows)	12⅞	5	24	E24	3.20	3.10	1245L	3.95	3.85
*3x5 Cards (2 Rows)	10⅞	3¾	24	E103	3.05	2.95	103L	3.85	3.75
Vouchers (Upright)	5⅛	10¼	24	E592	3.35	3.25	1592L	4.25	4.15
†Ledger Sheets	9½	12	24	E91	4.05	3.95	912L	4.90	4.80
†Ledger Sheets	12⅜	12¼	18	E12	5.15	5.05	1212M	6.70	6.60

*These numbers have removable divider partitions. †Packed 6 to a carton—all others 12 to a carton.
Prices slightly higher in Texas, Colorado and West of the Rockies.

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AN ENTIRE PLANT DEVOTED TO DOING ONE THING—BETTER

The Rose policy of constant product development and improvement now makes possible the introduction of Duplicating Carbons and Master Units with "STA-CLEAN" Metallic Coating in BLUE, RED, GREEN and BLACK, as well as PURPLE.

And this has been achieved without sacrificing any of the properties which assure "STA-CLEAN" users longer runs, sharper impressions and freedom from staining, bleeding and offset.

Just one more example of the know-how, skill and experience that have made Rose specialized products leaders in the field of

Duplicating Carbons and Master Units

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GENERAL OFFICES AND FACTORY - - - - HARRISON, N. J.

the new improved

SWIFT

an outstanding

Success!

This 6½ pound Adding Machine is in big, growing demand

Extensive research has enabled us to produce a new, improved Swift Adding Machine—a portable adding machine with 9-column capacity, visible adding dials and all-steel case.

The tremendous response of the trade and public has shown them quick to recognize the handy portability and value of this new Swift Adding Machine.

Dealer orders are snowballing. Every day we receive many letters from consumers, inquiring about the Swift . . . and from dealers, telling us about the wide, growing interest.

We are doing everything possible to fill our dealers' orders . . . and to place more Swift Adding Machines in the hands of the public.

SWIFT Business Machines Corporation • Great Barrington, Mass.

VICTOR SUSPENDED FILE DESK UNITS...

The ideal desk file for follow-up or permanent filing of correspondence, plans, ideas, reports, statistics — etc. Insert or remove folders with one hand—without fumbling. Reinforcement bars at bottom of frame add rigidity . . . prevent sway when used out of drawer. Entire unit may be locked in desk drawer or in safe for fire protection. Available in letter size only.

Completely set up with hangers inserted . . . beaded edge celluloid angle tabs in assorted positions . . . blank index labels and printed title inserts included. *Also available in frame sizes to fit letter or legal file cabinets.*

YOUR LOCAL DEALER CAN GET QUICK SHIPMENTS FROM THE FACTORY.

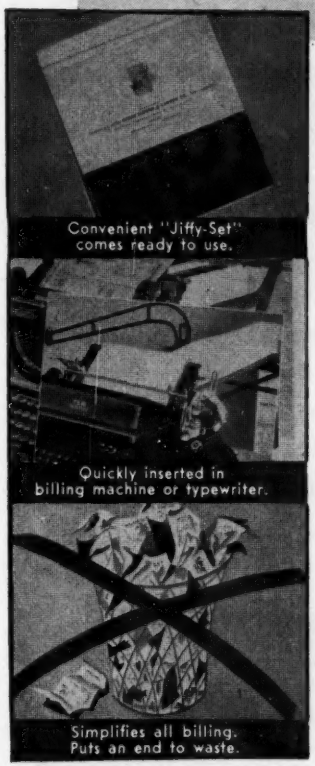
VICTOR

THE VICTOR SAFE & EQUIPMENT CO., INC.

NORTH TONAWANDA • NEW YORK

Queen Jiffy Sets

the new carbon pack for multiple billing!



newest and latest type of floating carbon, used on fan fold and continuous form machines.

- **LOADS** and maintains continuous operation from one to four weeks.
- **ALL SIZES**—fits any type fan fold or continuous form machine. Tailored for your particular requirements.
- **CLEANER**—hands do not touch carbon when changing sets.
- **ECONOMICAL**—no waste. Pay only for amount used.

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Brand named and labeled . . . a powerful buyer appeal found only on CRESTLINE.

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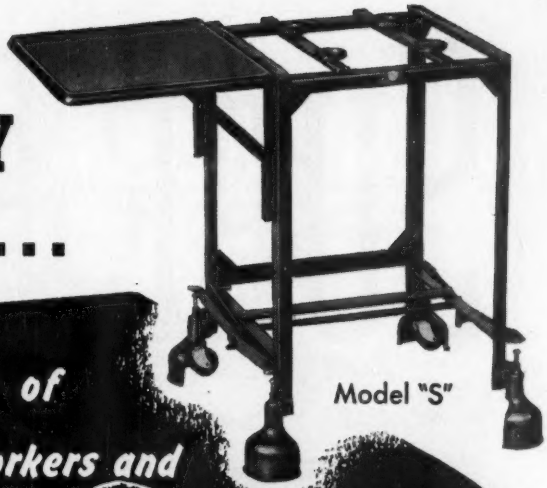
TIFFANY STANDS...



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First choice of

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Everywhere!

Available with extra drop leaf on right side.

TIFFANY STANDS give greater protection to both office machines and operator. Heavy precision construction and exclusive design features assure sturdy, non-creep, sway-proof service . . . help eliminate machine noises and vibrations as well as operator fatigue . . . provide easy and safe portability . . . high or low drop leaf arrangement on either side of the stand . . . compensations for uneven floor surfaces . . . protection against tripping and snagging hosiery. Completely adjustable to provide a firm foundation for every type of office machine. Longer life for lowest annual costs.

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RED DOTS

Stencil buyers like the clean convenience of Sure-Rite Seal Tab film stencils. Files aren't sticky, stencils don't gum up duplicating machines, stencils lay flat and clean on the boss' desk. The new Red Sure-Rite Seal Tabs completely eliminate objections to messy glue! Just press to seal—and corrections are far easier!

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Impending shortages of film put the new Red Sure-Rite Seal Tab Film Stencils in a class by themselves! Film may be reused easily! Phone today for more information.

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...now with the red dot seal tabs

WAR-TIME SHORTAGES OF FILM MAKE SEAL TABS MORE VALUABLE! FILM CAN BE REUSED

IT'S THE IMPRESSION THAT COUNTS · SURE RITE · QUALITY IS ECONOMY

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Complete Sengbusch Line of Desk Items

Stock the entire Sengbusch family of Time- and Money-Saving Office Tools

Beautiful Handi-Pen desk sets for easy, effortless writing. A complete line of moisteners to fit any need. Time-saving Kleradesk. Heavy-duty Cata-RacK for catalogs and books. All these aids and more too make up the Sengbusch line.

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We take pride in the reception accorded the OLIVETTI 14/51 Printing Calculator by American business, always ready to adopt progressive, time-saving methods.

Combining the features of a high-quality calculator and a high-capacity adding, listing and subtracting machine, together with *fully automatic operation* and accurate *printed record*, the OLIVETTI 14/51 answers this demand for greater efficiency.

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You'll Like It Better Because It *IS* Better

When all is said and done, the true reason why you ought to use the Acco method is that *you'll like it better!*

You'll like Acco Fasteners, Accobind Folders and the Accobinding way of filing all your business papers because they mean security, neatness, order, quick finding, office and personal efficiency.

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ACCO PRODUCTS, Incorporated, OGDENSBURG, N. Y.
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YOU accomplish more with the right approach!

(like the furniture company that cut out typing production orders)

When time is short, you have to get right down to business.

That's what a mid-west furniture company did. They checked over their old system of typing production orders from salesmen's copies and decided that a lot of routine detail could be skipped to get orders moving faster, with less work and fewer errors.

They found the short-cut they wanted by incorporating a COLITHO "one-write" system into salesmen's order books. These books are made up of three-part forms with a COLITHO offset master plate as the second sheet under a COLITHO carbon.

When the salesman writes an order he makes a customer copy, his own file copy and fills in the COLITHO plate—all at the one writing.

Then he mails the plate—get this—he actually folds and mails the COLITHO plate to the home office.

Credit information is added, then all the necessary production copies are run off on an offset duplicator—right from the COLITHO plate the salesman mailed in—no retyping—no lost time—no transcription errors. In spite of folding or mailing, COLITHO plates print clean and sharp. That's the kind of plate they are—good for long runs, too, and you can file them for future use.

This short-cut to operating efficiency and economy is one of thousands of applications that businessmen have found for COLITHO plates. They provide the same work and time saving advantages in billing and purchasing systems, factory engineering and change orders and a multitude of other uses.

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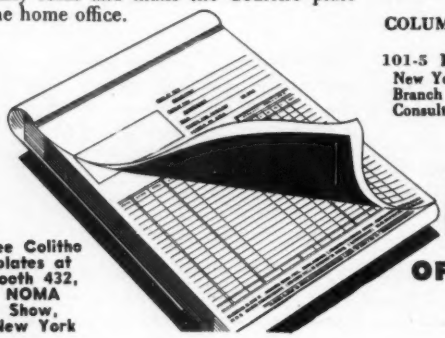

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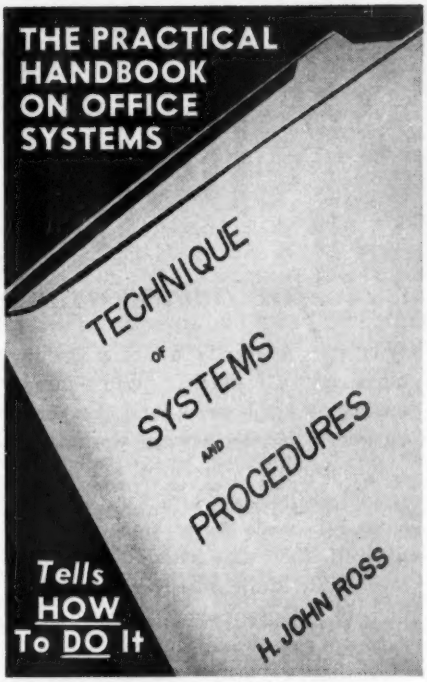
The complete proceedings of the 1950 annual and spring conferences of Life Office Management Assn. containing almost 70 different articles on a wide range of work in insurance main and branch offices. This work is certainly "must" reading for executives in any type of insurance office and many of the procedures described can be adapted to offices in other industries. LOMA always does a particularly fine job in selecting their conference program subjects and speakers and it is well that they preserve the proceedings in a case-bound book for the use of members and nonmembers alike.

***TUITION REFUND PLANS IN MODERN PERSONNEL PRACTICE.** New York University, pp. 16, Free.*

Describes the plans of various companies in general terms for those who wish to develop their own plan or compare their plan with others.

***PRODUCTIVITY, SUPERVISION AND MORALE IN AN OFFICE SITUATION:** Part I by Daniel Katz, Nathan Maccoby, Nancy C. Morse. University of Michigan, Ann Arbor, pp. 84, $1.50.*

The results of a survey of office workers at Prudential Insurance Co., Newark, N. J., made in 1947 under a contract with the Office of Naval Research. The general objective was to discover underlying principles applicable to problems of organizing and managing personnel and to discover how to train persons to understand and use principles which contribute to productivity and worker satisfaction. The report covers findings on productivity. A second book will report findings on attitudes and job satisfaction.



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32nd Annual NOMA Conference In New York, May 20 to 23

THE National Office Management Assn. holds its 32nd annual international conference in New York this month. The conference sessions will convene in the grand ballroom of the Commodore Hotel and the annual office machinery and equipment exposition will fill the drill floor of the 71st Infantry Regiment Armory. Horace J. Brogley, NOMA's general conference and exposition chairman, states that this year's will be the most ambitious and effective ever undertaken by NOMA with an expected record-breaking attendance, based on the interest already displayed.

The conference registration desk opens Sunday morning, May 20. Registrants will be housed in the Commodore, Biltmore and Roosevelt Hotels. Sunday activities will include a school for chapter secretaries and officers at 2:30 p.m. and a tea for the ladies at 3 p.m. A reception will be held Sunday evening at 6 with the chapter presidents' dinner commencing an hour later. The Westminster Choir under John Finley Williamson, Princeton, N. J., will entertain at this dinner which will be presided over by W. M. Bennett. The Schulhof Awards of THE OFFICE Magazine will be presented by William Smith, LaSalle Extension University, Chicago, who is chairman of the Schulhof Awards Committee. This year's winners are Charles O. Libbey, head of the office methods staff of Tennessee Valley Authority, Chattanooga, Tenn., and William C. Perry, assistant vice president in charge of the standards department of Retail Credit Co., Atlanta, Ga. Their prize winning papers will appear in future issues of THE OFFICE. Photographs of all top NOMA award winners appear on our cover.

The technical sessions will start Mon-

National Office Management Association's officers. In front, left to right: R. P. Brecht, 1st vice president; W. M. Bennett, president; H. A. Wichert, chairman of the board. At rear: J. B. Andrews, vice president; W. H. Evans, executive vice president; A. G. DeVaughn and K. W. Moore, vice presidents. W. J. Keenan, vice president, is not in this photo.

NOMA CONFERENCE

MONDAY MORNING, MAY 21

Chairman: Horace J. Brogley, *Johnson & Johnson, New Brunswick, N. J.*

WELCOMING ADDRESSES

CHARLES B. HAVERIN, *Metropolitan Life Insurance Co., New York.*
W. M. BENNETT, *Inland Container Corp., Indianapolis.*

CONSERVATION FOR USE—NOT SENTIMENT

HON. KARL E. MUNDT, *U. S. Senator from South Dakota.*

ANNUAL BUSINESS MEETING

MONDAY AFTERNOON, MAY 21

Chairman: Admiral George F. Hussey Jr., *American Standards Assn., New York.*

HUMAN RELATIONS IN THE OFFICE

DWIGHT DW DAVIS, *Management Consultant, Independence, Mo.*
Chairman: Eldridge Haynes, *National Management Council, New York.*

WOMEN IN THE OFFICE

DR. LILLIAN M. GILBRETH, *Gilbreth, Inc., Montclair, N. J.*

TUESDAY MORNING, MAY 22

Chairman: Walter Mitchell Jr., *Controllers Institute, New York.*

BUILDING INCENTIVES THRU PROPER JOB DESCRIPTION, EVALUATION & PERFORMANCE RATINGS

DR. ALFRED J. CARDALL, *Cardall Associates, Philadelphia.*
Chairman: Joseph G. Nagro, *Systems & Procedures Assn. of America, New York.*

WORK SIMPLIFICATON

ALLAN H. MOGENSEN, *Work Simplification Conferences, New York.*

day morning in the Commodore's main ballroom with the keynote speech by Sen. Karl E. Mundt. The annual business meeting will end Monday morning's session. That afternoon the ladies will be able to take a boat trip around Manhattan Island.

The equipment exhibit will be open in the armory (an 8-minute walk from the Commodore Hotel) on Monday, Tuesday and Wednesday from 10 a.m. to 10 p.m. Some 80 exhibitors will display the latest in office equipment and methods. Cooperating with NOMA are the Office Equipment Manufacturers Institute, the Metal Business Equipment Industry and the Wood Office Furniture Institute. Requests for exhibit space were received from Sweden, England, Germany, Switzerland, Holland and Jugoslavia.

It has been pointed out by a spokesman for NOMA that, in these critical times, efficiency in office operation is of utmost importance to our national economy and the defense effort. With home front production dependent upon proficiency in the carrying out of all scheduled tasks, the office staff of every manufacturing plant must operate at peak effectiveness. It has also been observed that military operations are

TECHNICAL PROGRAM

TUESDAY AFTERNOON, MAY 22

Chairman: C. Lawrence Kennedy, *City Hydro Electric System, Winnipeg, Canada.*

HOW THE OFFICE MANAGER CAN IMPROVE HIMSELF

DR. G. ROWLAND COLLINS, *New York University.*

Chairman: J. A. Coote, *Canadian Management Council, Montreal.*

MECHANIZATION IN THE OFFICE

LEE WHITSON, *University of Minnesota, Minneapolis.*

Chairman: Dillard E. Bird, *Society for Advancement of Management, New York.*

MAKING THE OFFICE CAREER ATTRACTIVE TO YOUTH

JOHN N. GIVEN, *Los Angeles Metropolitan Junior College.*

TUESDAY EVENING, MAY 22

WHEN FOND RECOLLECTION PRESENTS THEM TO VIEW

HORACE I. SEELEY, *Carolina Power & Light Co., Raleigh, N. C.*

WEDNESDAY MORNING, MAY 23

Chairman: Bruce F. Studebaker, *National Bank of Detroit.*

A LOOK IN THE MIRROR

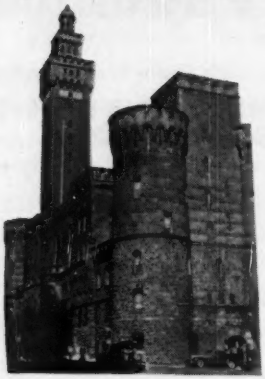
An original play by Bruce F. Studebaker, National Bank of Detroit, presented by the following members of the Detroit Chapter: Mrs. Milo Harvey, personnel director, Standard Accident Co.; Albert A. Beste, controller, Koenig Coal & Supply Co.; Thomas Murdoch, vice president, Michigan Mutual Liability Co.; Olin H. Wyman, treasurer, Bankers-Equitable Trust Co.; Fred Logan, branch controller, Kroger Co.; Burton W. Schuster, office manager, Recording & Statistical Corp.; C. H. Rickenbach, personnel director, Peninsular Grinding Wheel Co.; Charles Fleckenstein, assistant secretary, Standard Accident Co.

likewise based on plans requiring skilled office procedure. While this year's meeting has this serious aspect, there is plenty on the social side to balance the business sessions. Those who plan to attend are looking forward to enjoying the many attractions which the great city of New York has to offer.

At the annual banquet, Tuesday evening, May 22, the Leffingwell Medal will be presented to Kenneth B. Willett, vice president, Hardware Mutuals, Stevens Point, Wis., and past president of NOMA. The medal is a gift of W. H. Leffingwell, a 3-time NOMA president, for outstanding technical contributions in the field of management. The NOMA Fellowship will be presented to Mrs. Mabel L. Criss, vice president, Mutual Benefit Health & Accident Assn., Omaha, in recognition of an executive who has risen through the ranks of office management to a position of high company or community responsibility.

This year NOMA will make it possible for member companies to send up to ten non-NOMA-member employees to the technical sessions at a total cost of $20 if all NOMA members in the company register for the full conference. Another feature planned for this year

EXHIBITORS AT NOMA CONFERENCE



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Art Metal Construction Co.
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Charles Bruning Co.:
Burroughs Adding Machine Co.
Chart-Pak, Inc.
Clary Multiplier Corp.
Clemco Desk Manufacturing Co.
Columbia Ribbon & Carbon Mfg. Co.
Commercial Controls Corp.
Ralph C. Coxhead Corp.
A. B. Dick Co.
Dictaphone Corp.
Ditto, Inc.
Duplicator Corp.
Thomas A. Edison, Inc.
Elliott Addressing Machine Co.
Esterbrook Pen Co.
Executone, Inc.
Facit Inc.
Felins Tying Machine Co.
Felt & Tarrant Mfg. Co.
Friden Calculating Machine Co.
General Fireproofing Co.
Globe-Wernicke Co.
Gray Manufacturing Co.
Haloid Co.
High Point Bending & Chair Co.
Huntington Chair Corp.
Imperial Desk Co.
Indiana Desk Co.
International Business Machines Corp.
Jasper Chair Co.
Jasper Desk Co.
Jasper Office Furniture Co.
Jaspar Seating Co.
Kee Lox Manufacturing Co.
Kraus Co.
Leopold Co.
McBee Co.
McGraw-Hill Book Co.
Macey-Fowler Co.
Marchant Calculating Machine Co.
Master Addresser Co.
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Miles Reproducer Co.
Monroe Calculating Machine Co.
Myrtle Desk Co.
National Blank Book Co.
National Cash Register Co.
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National Office Management Assn.
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Royal Typewriter Co.
Security Steel Equipment Corp.
Simplex Time Recorder Co.
Sikes Co.
SoundScriber Corp.
Standard Duplicating Machines Corp.
Standard Register Co.
Stow-Davis Furniture Co.
Tel Autograph Corp.
Thomas Mechanical Collator Corp.
Todd Co.
Underwood Corp.
Victor Adding Machine Co.
Wood Office Furniture Institute
Yawman & Erbe Manufacturing Co.

will be a How Shop consisting of four subjects: conference supervision techniques, reproduction processes, performance standards, and renegotiation technique and practice on May 24 and 25 from 9 a.m. to 5 p.m.

Bookkeeping department of the Adirondack Trust Co., Saratoga Springs, N. Y.

DECORATING WITH OFFICE MACHINES

AN outstanding example of good interior design combined with modern office equipment is the bookkeeping department of the Adirondack Trust Co., Saratoga Springs, N. Y. The green-gray of the files sets the color note which is carried to the walls. It is repeated in the background of the draperies which also offer bright contrast in a cerise, flowered design. The old floor was removed for electrical wiring and replaced with rubber tile in dapple gray bordered with marble black. The ceiling was reinforced and acoustical tile applied to the walls. Scientific lighting was installed over the files and machines. Renovation of the entire bank premises was executed by the contract division of W. & J. Sloane, New York.

Electronics Will Not Cause A Clerical Revolution

WILLIAM BOWMAN WORTHINGTON

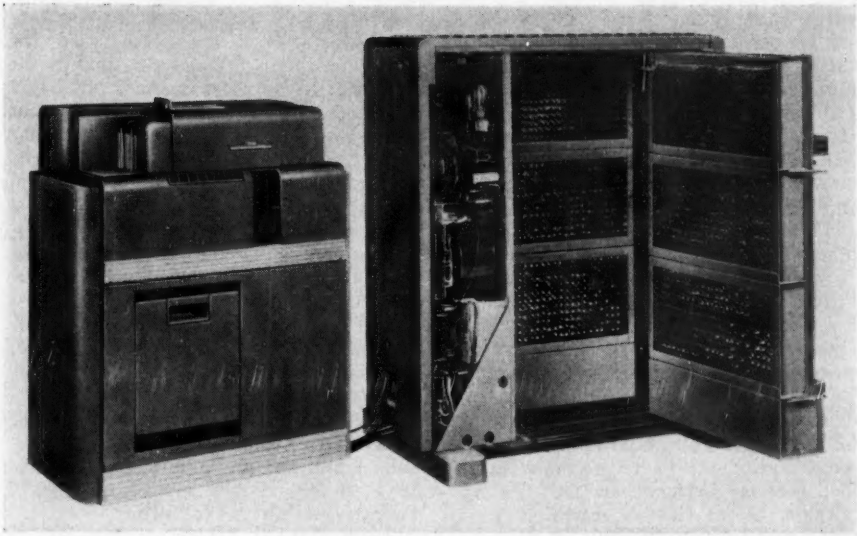
PLEASE accept my compliments on on your attempt to bring the problems involved in adoption of electronic equipment to clerical work, to the attention of office managers and others like myself at various levels of management, who are directly concerned.* Much has been written about end results, theory and the machinery itself. I have seen little about the actual problems of matching the machine to the job. People lack the knowledge needed to discuss it and this lack is probably largely responsible for their fears about a social-economic catastrophe.

I can't dispute their premise, but why should I worry when their worries are based on condensing the revolution into fives or ten years? It could be done in the next five years if people generally were as logical as Edmund Berkeley or Norbert Wiener—and it could be done quicker if people had sufficient motive for doing it, with or without the logic. But the bulk of our clerical activity is 20 to 30 years behind what could be done profitably with present commercially common equipment—and losing ground rather than gaining. Maybe it's because the equipment is moving faster and faster, and not that the people are slowing down.

I doubt very much if electronic equipment will get into use fast enough to cause more than a gradual evolution.

Revolution, THE OFFICE (February, 1951), p. 154.

Control board of Remington Rand's Univac electronic computer (center) with Unityper at left and Monitor on the right. An "office size" electronic computer has been developed by Remington Rand at its Laboratory for Advanced Research.



This general purpose electronic digital computing machine is manufactured on an assembly line by International Business Machines Corp. The smaller cabinet is the electrical card reading and punching unit, the larger cabinet is the all electronic calculating unit.

Its spurts and lags in various offices will probably build some businesses to near monopoly size and eliminate others from the competitive field, but a change in the basic education of a whole generation is needed for the transformation. The advantage of electronics in the office is harder to see than the advantage of the automobile over the horse. The apparent time of an electronic relay is slowed by our receptive mechanisms (eyes) until the difference in time between the relay and a finger movement—although about 10,000 or 10,000,000 to 1—seems negligible. "What has it all got to do with the pile of paper I'm not going to finish by 5 o'clock?" The number of people who are even faintly aware of just what is involved in their more common clerical activities is about one in a thousand. People don't resist change, they rather like it, but changes in viewpoint and thinking are difficult to effect. Business schools focus on, "Do it this way", rather than, "Here's how you figure it out." (Educators know this and are trying to do something about it.)

Enough of the factors that, I think, will slow down the revolution to a manageable pace—there are plenty more. Consider the revolution's nature. It is a change which will find resistance among people to whom change is not convenient. When change proceeds at an orderly pace, pressure bleeds harmlessly into improvement and revolution becomes evolution. I agree that office managers, or anyone else, who lead the change will have performed a general service to their fellows. But as long as this country is constituted the way it is, each head man is master of the destiny of his business organization and responsible for its, and his own, welfare. Practical considerations make it impossible to treat the matter from a purely social or group welfare viewpoint. Since proposing solutions helps little, let us switch to a proposition of more immediate interest: "The competitive position of a man whose adminis-

trative staff is amortized at $10,000 a year vs. one whose payroll is $100,000." Delete or add a few zeros to adjust for individual cases. (A bigger question would be the one of superior service rendered by an organization that functions in milliseconds instead of in days, but it would have to be discussed in unfamiliar terms.)

Those who start now to do something about electronics will probably have a five to ten year advantage over competitors because of the terrific amount of preparatory work necessary for conversion in most offices—even if the equipment were available free tomorrow. These same persons probably have an advantage over their competitors now, and will continue to hold it even if electronic equipment never becomes available, because better than half its advantages lie in the organization work that precedes mechanization by any means.

Every cabby has picked up the fare who says, "Take me home!" To the civil question, "Where is that?" he answers, "Never mind the back talk! Just take me home!" Anyone who has ever put office work on a machine is familiar with the point of view. Experienced equipment salesman rely upon it to produce attractive "Before" and "After" cost analyses of installations that keep customers sold and bring in new business. Manuals, machines and forms in the office—jigs and fixtures in the shop—are all used to so routinize routine transactions that the *thinking* is paid for only once. The cost thereafter is only for *doing*.

Let's take up the problem of the head man: "What can I do to achieve and maintain an administrative cost 50% to 90% below my competitors?" I suggest doing the following:

Assume that your administrative

(Continued on page 92)

The first production model of the Magnetic Drum Digital Differential Analyzer (Mad Ida) built by Northrop Aircraft, Inc., for Naval Research at Stevens Institute of Technology. Although the unit is "desk size," it was designed to solve engineering and scientific problems rather than those of general clerical work.

What Applications Has Electronics for Offices?

JOHN S. COLEMAN
President, Burroughs Adding Machine Co., Detroit

ACCORDING to census bureau statistics, there are approximately 8 million clerical employees in the U. S. today, most of whom should be using some kind of accounting or computing equipment. The volume of clerical work which must be handled in modern business activities has been steadily increasing, and at the same time, the requirements for the work have been growing more and more complex.

A good example is payroll. The once simple job of paying employees fixed cash amounts has evolved into complicated payroll systems to handle piecework, overtime, bonus rates, many and varied "automatic" deductions, and numerous records for government — federal, state and local. Then, too, the evolution of the large corporation has brought with it additional clerical problems since much of the information management needs for planning and control can be obtained only through the process of accounting. Despite the progress that has been made. many large companies find that although their accounting departments spend many manhours accumulating the statistical data required to chart the roadmaps of the future, decisions often have to be made without consideration of all possible factors. Too much time is required to collect and process the necessary data.

Let us look at the equipment already available to handle this monumental paperwork job. Then perhaps we can predict where electronics would most likely enter the picture. The price range of clerical equipment runs all the way from small adding machines or calculators, selling for one or two hundred dollars, up to the accounting counterparts of large digital computers which would probably sell for several hundred thousand dollars. Between these two extremes is a wide variety of complicated mechanical devices, including punch-card equipment and various new developments.

Now, how is the need for this equipment, or market, divided? About 20% of the market is a reasonable allocation for the small mechanical desk machines—those selling for not more than six or seven hundred dollars. Demand for this equipment would come partly from small business which cannot justify economically the purchase of more elaborate equipment, and partly from non-standard accounting applications in larger enterprises where more automatic equipment is not appropriate. At the opposite extreme, if we place a minimum price of a quarter of a million dollars on a large automatic accounting machine, the market for it is probably something less than 10% of the total office equipment market. The portion of the market between these two extremes, therefore, would be in the neighborhood of 70%.

With this somewhat sketchy analysis of the market for office equipment as a basis, perhaps we can venture a preliminary answer to the question, "Electronics for business—luxury or necessity?"

Certainly, at present, electronic techniques are not too appropriate for the low-price market—the 20%. A decade counter, multiplication table or magnetic memory could never compete successfully from the point of view of cost with the one or two mechanical registers in the desk adding machine or calculator. As far as this type of customer is

concerned, electronics would be pretty definitely a luxury. He would be in much the same position as you and I if we were told we could heat our home successfully by atomic fission. We might think it was a good idea in theory, but would be hesitant about making the necessary investment.

At the other end of the scale, the situation is quite different. Customers in the upper 10% bracket, who have a large volume of standardized clerical operations and can afford costly automatic equipment, would naturally want to take advantage of the high speeds offered by electronic techniques. For this section of American business, electronics might reasonably be considered a necessity.

In between these two extremes, we have 70% of all business for which the economics of high speed, automatic data-handling devices is much less clear-cut. To determine whether, in this area, electronics is a luxury or a necessity, we might do well to look at the nature of the electronic techniques and devices which have already been put to use.

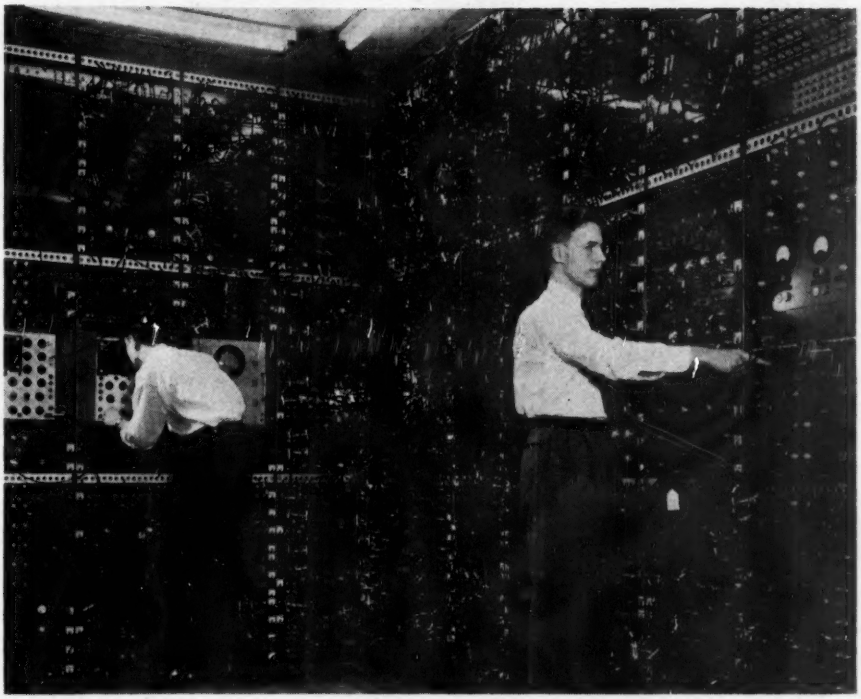
This new art of automatic data handling received its great start toward general use in the communication, computation and control devices developed for the Military in World War II. Among these, perhaps the equipment which has most caught the fancy of the public as potentially useful for industrial purposes, have been the so-called giant brains, the electronic computing machines, Mark I, ENIAC, and the like. These devices consist of a mechanism into which information is fed and stored, a mechanism which processes that information at very high speeds, and a mechanism which produces the results in useful form.

The mechanism which does the actual high-speed computing offered the scientific and engineering professions a solution to the highly-complicated mathematical problems which, without such assistance, took much time and human effort to solve. By comparison with the great amount of calculation such problems call for, the amount of material put into the mechanism and the answer taken out are small and easily handled. Consequently, the input and output mechanisms of these engineering and scientific computers have been less significant than the computing mechanism itself. To consider the use of automatic computing devices in business, it is important to look at these characteristics and see how they compare with the needs of business computation.

It is also important to realize that even the "automatic" system is not completely automatic. Even if the processing machine were infinitely fast and sold for only one dollar, the accounting operation might not be speeded up greatly and still might be quite expensive because of the dominant role of input and output equipment. In other words, it will profit us little to pave 1% of our business accounting highway if the other 99% is mud. Thus, our optimism about the virtues of automatic operation must be tempered with caution and each problem must be analyzed on its own merits.

How are scientific or engineering computing problems similar to the clerical problems of business? What, if any, are the important differences? In scientific applications, the greatest part of the work is in actually performing the calculations—doing the many arithmetic operations which characterize scientific and engineering figuring. On the other hand, most of the work in an accounting problem is gathering the information to be processed, getting it organized so that the limited calculations can be made, and finally, distributing the processed information in a form in which it can be used. Once they are ready to be computed, accounting figures need much less processing than do scientific or engineering figures.

A computer designed to handle business problems need not have an elaborate internal structure. Instead, the designer must concentrate on external and peripheral devices, such as: an input mechanism which will take a great



This electronic equipment for highly complex mathematical problems was completed last year at the research laboratory of Burroughs Adding Machine Co. in Philadelphia.

deal of information rapidly from, perhaps, a large number of different sources; and an output mechanism which will take the information from the processor and very rapidly make it available, perhaps on a large number of different documents, to the people who will use it.

Another basic difference between the two types of work which influences design and construction of the computer is the difference in the way the work is scheduled. In scientific computation, the work schedule is not rigid. Ordinarily, it does not make too much difference whether a particular problem is worked out by next Tuesday, or whether it takes until Friday night to get it done. The important thing is that the computations on a particular problem might ordinarily tie up a lot of human brain power until next July. If a machine can do the work by next week, it is performing a very valuable service. The more rapidly it makes its computations, the better; but, if it breaks down for a number of hours or even a day or so, the failure is not likely to be too serious, provided the machine can be put back into service again.

Accounting jobs, however, must be got out on schedule. The payroll has to be computed and the checks written so that people may be paid on Friday—not Saturday or even Thursday. Bills have to be sent out on the first of the month, not the fourth or the ninth. And as long as we can meet those dead-

(Continued on page 96)

Annual LOMA Spring Conference May 21, 22 in Washington

THE annual spring conference of Life Office Management Assn. will be held at the Mayflower Hotel, Washington, D. C., on May 21, 22. Monday morning's session opens with welcoming addresses by Horace T. Polk, treasurer, National Life & Accident Insurance Co., and William Montgomery, president, Acacia Mutual Life Insurance Co. Claude L. Benner, president, Continental American Life Insurance Co., will then discuss the implications of present economic trends on life office administration. The results of a staff office survey of life office planning units will be disclosed by George C. Boddiger, assistant secretray of LOMA. Maj. Gen. Lewis B. Hershey will describe the armed forces recruitment program and point out what manpower adjustments businesses will be called upon to make. The use of control reports will be the subject of E. J. Moorhead, executive vice president, United States Life Insurance Co.

Monday afternoon's session will hear a description of the executive training program of the National City Bank, New York, by Lewis B. Cuyler, vice president, personnel department. A panel discussion by LOMA's personnel administration committee will close the first day's program. Panel chairman will be Henry E. Thomas, first vice president, Shenandoah Life Insurance Co.

On Tuesday morning, Edward J. Schmuck, general counsel, Acacia Mutual Life Insurance Co., and Howard Brown, auditor, Security Mutual Life Insurance Co., will show how branch office and general agency companie comply with full-time life insuranc salesmen requirements under the Revised Social Security Law. Simplified monthly premium billing methods will be the subject of Burgh S. Johnson, controller, Guardian Life Insurance Co. of America. Mildred F. Stone, director, Policyholders Service Div., Mutual Benefit Life Insurance Co., will tell how to write better life insurance letters. Carl Arnold, supervisor, general accounting, Interstate Life & Accident Co., will show how his company uses tabulating equipment for disbursement accounting.

The final afternon session starts when Warren B. Irons, chief, Retirement Div., Civil Service Commission, fully describes how his plan for clerical production control—used for 1100 office workers in his division—is applicable to life office clerical personnel. The rest of the day's session will be a panel presentation of planning projects that are paying dividends for many companies.

Complete details of the conference may be had from Frank L. Rowland, executive secretary, at LOMA's head office, 110 East 42 St., New York 17.

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That's because the Sensimatic is the machine with the "mechanical brain"—the sense plate that directs it through every accounting operation.

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Your business probably can, too—at a surprisingly low outlay for such a universally useful accounting tool. Get details from your Burroughs office today. Burroughs Adding Machine Co., Detroit 32, Mich.

WHEREVER THERE'S BUSINESS THERE'S **Burroughs**

Making Up Cash Payrolls

LYNE S. METCALFE

ONE of the troublesome features of cash payroll preparation is the counting of individual net amounts into the required number of bills and coins needed to fill each pay envelope. In this denominating process, steps are simple and usually follow along these lines:

From the payroll sheets or register on which are shown all payroll data, the payroll clerk prepares the individual pay envelopes. Envelopes are individually broken down for the necessary bills and coins to equal the net pay total. The operator records these bill and coin requirements on a small Denominator machine. When the amounts for all of the envelopes have been recorded on this machine, the individual bill and coin totals are transferred to a currency slip and converted to dollars and cents.

This total should then agree with the net payroll amount, proving that the individual payroll envelopes have been both written up and denominated accurately. This currency slip serves as the order on the bank for the payroll make-up.

In many cases, larger payrolls are denominated and balanced out by departments or sections so that re-checking will be minimized when necessary to locate errors in envelopes or denominating. The operator will find that certain combinations of units can be struck simultaneously to record frequently recurring amounts, *i.e.*, 40c by striking the 25c, 10c and 5c register; 8c by striking the 5c, 2c and 1c registers.

The standard 11 unit payroll Denominator includes in addition to the more common denominations, a register for 2c, $2 and $20 and the 12 unit machine includes in addition a $50 register. You may ask why a 2c unit is included when there is no 2c coin; and you may

Using a Denominator (above) to tally payroll currency which is tabulated on a slip (below) as a withdrawal order on the bank.

DENOMINATOR CURRENCY SLIP

NAME _____

	$50.00			
	20.00			
	10.00			
	5.00			
	2.00			
	1.00			
	.50			
	.25			
	.10			
	.05			
	.01			
TOTAL				

"LOOK BOSS...8 HANDS"

"Since you got me an OLD TOWN SPIRIT DUPLICATOR, I seem to turn out the work of 4 girls in half the time. It's such a simple, fast, clean machine to operate:

1. I type the "master."
2. Clip it on the OLD TOWN Spirit Duplicator.
3. Press the button and PRESTO!—copies."

The OLD TOWN Spirit Duplicator is truly magic. Unlike obsolete copying methods, it uses no ink, no stencils, no gelatine, no type, no mats. You get up to 600 clean, sharp copies instantly. It's so simple, anyone in the office can operate it. And it costs little more than a typewriter.

Old Town Spirit Duplicator

AS ESSENTIAL TO YOUR BUSINESS AS A TYPEWRITER

Old Town

CORPORATION

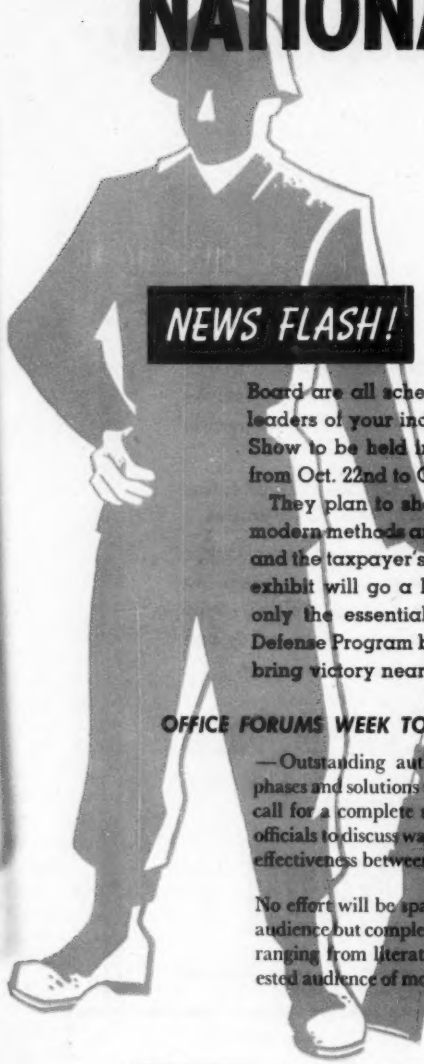
Manufacturers of typewriter ribbons, carbon papers and duplicating supplies since 1916

OLD TOWN CORPORATION
Brooklyn 17, New York
I'm interested in hearing more about your Spirit duplicator.

NAME_____

ADDRESS_____

NATIONAL DEFENSE



NEWS FLASH! The Department of Defense, the Armed Forces, and the Munitions Board are all scheduled to participate, along with the leaders of your industry, in the 1951 National Business Show to be held in New York's Grand Central Palace from Oct. 22nd to Oct. 27th.

They plan to show outstanding applications of how modern methods and machines save not only time, effort and the taxpayer's money but manpower, as well. Their exhibit will go a long way toward demonstrating not only the essentiality of your industry in the present Defense Program but how *every manufacturer can help* bring victory nearer—FASTER!

OFFICE FORUMS WEEK TO FEATURE "BIG-NAME" SCHEDULE

—Outstanding authoritative speakers will talk on various phases and solutions to problems of your industry. Present plans call for a complete schedule of key Government and Defense officials to discuss ways and means for greater coordination and effectiveness between industry and the Defense Program.

No effort will be spared to deliver not only a national market audience but complete National Defense Program information, ranging from literature and contract information to an interested audience of more than 125,000 people to see your exhibit.

is coming to the

National Business Show

Be sure to be there!

THE BIG SHOW FOR EVERYBODY SINCE 1904!

LAST YEAR—more than 100,000 people attended the NATIONAL BUSINESS SHOW. They came from as far away as South America, Australia, Canada, Great Britain, Mexico, and 37 of the 48 states!

THIS YEAR—we sincerely believe advance registrations and space reservations indicate an even greater attendance. While the four acres of space are not completely sold out, requests for tickets and preferred locations may present a problem so—*if you don't have your reservation in, together with your request for tickets,* ACT NOW—because orders are filled in sequence only.

WRITE, WIRE, OR PHONE YOUR RESERVATION *NOW!*

Rudolph Lang, *Managing Director*
National Business Show
33 West 42nd Street, New York, N. Y

Gentlemen: Please send us information on available space

Name.....

Company.....

Address.....

City and State.....

think you do not need the $2, $20 and $50 units since you do not include bills of these denominations in your pay envelopes.

These units have been added as time-saving features and to reduce the number of strokes required to denominate certain payroll amounts. Any amount ending in 4c or 9c, $4 or $9 would require 4 strokes on the 1c or $1 units if the 2c and $2 units were not included. Likewise larger dollar amounts are more quickly denominated by the use of the $20 and $50 registers. To record $90, one stroke on the $50 register and 2 on the $20 register suffices whereas without these two registers it would require 9 strokes on the $10 register.

Of course it is not necessary to use these large bill denominations in filling the envelopes. The total of the $50 and $20 registers are converted into $10 bills at the time the unit totals are transferred to the currency slip. It takes much less time to convert these special unit totals for the entire payroll than to record the extra strokes required by each individual pay envelope. The time saved by these special units in denominating payrolls will, in a very short time, more than pay the cost of the additional units.

Standards for Women Workers

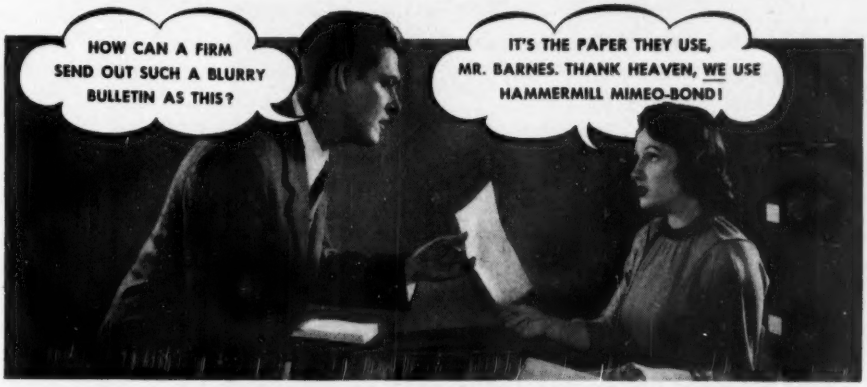
THE Department of Labor's Women's Bureau, noting that there are now almost 18½ million employed women, reiterates the importance of adequate standards for working women in a revision of the leaflet, *Recommended Standards for the Employment of Women.* Regarding hours of work, the bureau recommends not more than 8 hours a day and in cases where the 6-day week prevails, overtime payment at time-and-a-half after 40 hours. Maximum working time per week should not exceed 48 hours.

Standards on working time provide for meal periods of at least 30 minutes; rest periods of at least 10 minutes in the middle of each half-day work period; paid vacations commensurate with length of service and some vacation with pay after 6 months on the job; sick and maternity leave without loss of job or seniority rights; and time off with pay on major legal holidays. Night work should be kept to a minimum except in continuous process industries and essential services. There should be a guarantee of an uninterrupted rest period of 11 consecutive hours, including absolute "barred period" of 7 hours between midnight and 7 a.m.

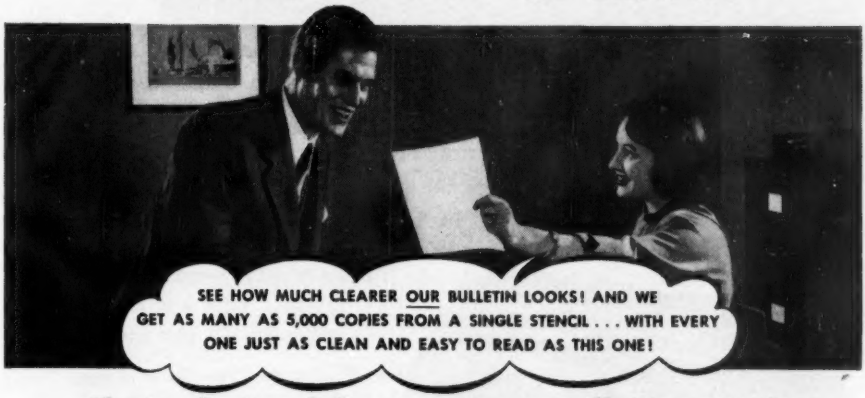
Wage standard suggested is a legal minimum wage adequate to meet the necessary cost of living and maintain a worker in good health. Also important where women are concerned is the principle of equal pay or wage rates based on the job and not on the sex of the worker or on other factors unrelated to performance on the job. Required uniforms and other facilities of employment should be furnished by the employer without cost to the worker.

Describing a good working environment as one which preserves the worker's health and reduces strain and fatigue on the job, the bureau suggests specific standards for both health and safety. Standards for health include sufficient lighting, ventilation and heating at all times; washrooms, toilets, rest rooms and dressing rooms, convenient and available to all workers; suitable seats, for use at all times if the job permits: and available for periodic use in other cases; mechanical aids in weight lifting and the elimination of undue physical strain wherever possible. Also considered necessary is a program of industrial hygiene to protect the health of the worker and to safeguard against occupational hazards. Safety standards recommended advocate safe and uncrowded work space; adequately maintained equipment with suitable guards, protective clothing and safety equipment.

I asked our chief typist a question...



as usual, she knew the answer!



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NAME .....

POSITION .....

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Even your office boy can be a *calculating champion*

. . . and he'll be one in 15 minutes if he *counts on a Facit!*

The Facit is a calculator of entirely new type, ideal for all kinds of office work. Thanks to its easy-to-learn 10-key system, anyone in your office can learn to operate it. In addition, it's so small and light — not much bigger than a telephone—that you just naturally move it around to wherever it's most needed.

The Facit is fast, dependable, economical... and needs no trained operator.

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MADE IN SWEDEN

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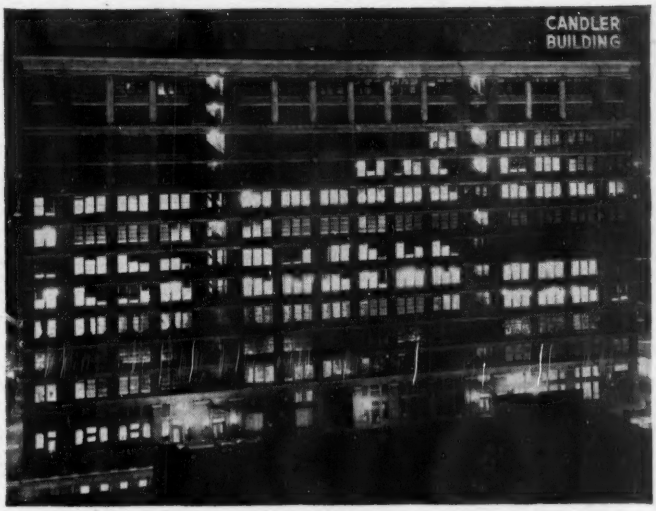
U.S. SUBSIDIARY: **FACIT, INC.** 500 FIFTH AVE., NEW YORK 18, N.Y.



Social Security Headquarters in Baltimore, site of the world's largest bookkeeping operation.

Social Security: World's Biggest Bookkeeping Job

WILLIAM HURD HILLYER

SO I'm one of 96,000,000 insured under Social Security. About how long would it take to find my place card at your big table?"

"That's a natural question, Mr. Hillyer, for a person down here to study our system. Suppose you make a guess."

"Being a good sport when there's nothing but time involved, Mr. Fay, I'll stick out my neck and hazard half an hour. My Social Security Number is . . . "

"Hold it! All that's needed is your full name, which of course we already know. With watch in hand to do the clocking, kindly follow Mr. Foudray."

From the private office of Chief of Operations J. L. Fay, Accounting Operations Division, who is Assistant Director of the Bureau of Old Age and Survivors Insurance at Social Security Headquarters in Baltimore, Administrative Assistant F. M. Foudray led the way to a vast room filled with Flex-O-Line visible files. "Start the timing, here at the threshold and, to be accurate, please make a note of minute and second."

The metal visible files are accessible from the aisles and Mr. Foudray unhesitatingly stopped before a certain file toward the center of the room. After flipping through half a dozen leaves, each bearing about a hundred typewritten strips (Fig. 1) he held open a certain "page" and pointed to a strip about halfway down. "There it is," he announced. The elapsed time, including our walk among the files, was a scant 19 seconds.

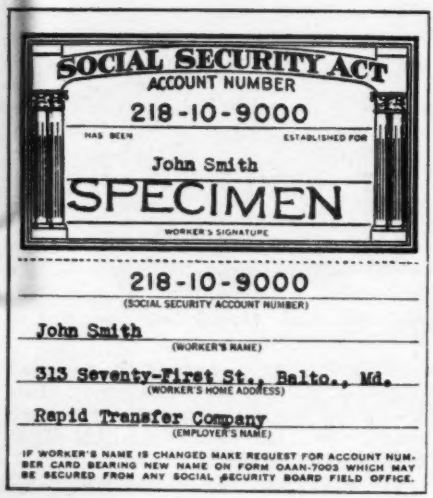
Embedded in an apparently unsorted listing of Hillers, Hellers, Hilliers, Hillyears and similar surnames, the entry read: "460 HILLYER WILLIAM HUR 072980 055 10 6576."

My volley of questions brought forth

530	SMITH	JAMES	RIC	091928	274	22	2092	•
530	SMITH	JAMES	SID	100114	366	22	7198	<
530	SMITH	JAMES	TRA	020426	238	23	2217	
530	SMITH	JAMES	WIL	092525	203	81	6553	
530	SMITH	JAMES	WIL	010528	445	02	6019	<
530	SMITH	JAMES	WIL	092928	168	02	0597	
530	SMITH	JANE		100717	343	02	0887	
530	SMITH	JANE		050124	368	22	9512	•<
530	SMITH	JANE	ELI	091927	058	02	1130	
530	SMITH	JANE	LOU	070824	301	02	1395	
530	SMITH	JANE	PAX	060716	571	62	7255	•<
530	SMITH	JAY	THO	080984	511	02	7268	
530	SMITH	JEAN		110224	482	22	3240	•
530	SMITH	JENNIE		121488	531	22	6614	<
530	SMITH	JENNIE	CAR	071508	445	63	2657	
530	SMYTH	JEREMIAH	EDW	042524	516	42	6977	
530	SMITH	JEROME		032822	427	43	9840	<
530	SMITH	JESSE	E	040294	459	23	7615	•
530	SMITH	JESSE	JAM	112126	432	63	4169	
530	SMITH	JESSIE		040696	309	22	9763	<
530	SMITH	JESSIE		052916	471	22	3966	•
530	SMITH	JESSIE	RUT	052916	471	22	3966	•
530	SMITH	JESSIE	SCO	041093	496	22	8029	<
530	SMITH	JOHN		112587	351	13	5578	
530	SMITH	JOHN		121398	452	91	3525	
530	SMITH	JOHN		101399	513	56	2345	<
530	SMITH	JOHN		051405	218	10	9000	•
530	SMITH	JOHN		092814	342	13	7766	
530	SMITH	JOHN		121594	434	03	6674	<
530	SMITH	JOHN		091616	352	27	4132	
530	SMITH	JOHN	AAR	012528	422	22	9024	
530	SMITH	JOHN	CLO	090891	445	02	5853	<
530	SCHWINDT	JOHN	CLA	100226	512	02	6034	
530	SMITH	JOHN	EDW	030507	500	22	9898	
530	SCHMIDT	JOHN	JOH	032177	571	62	7273	<
530	SMITH	JOHN	L	031475	315	02	9801	
530	SMITH	JOHN	M	101492	479	22	9012	

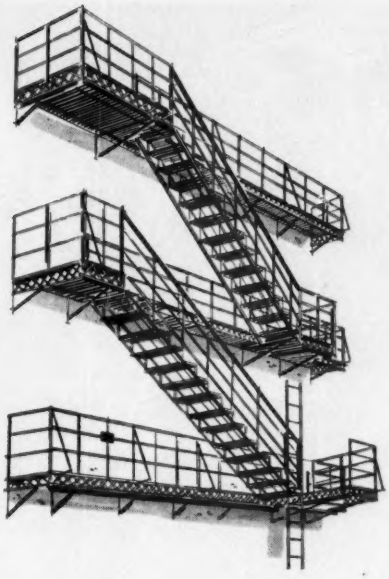
Fig. 1. (Above) A small part of the Smith section in the visible file.

Fig. 2. (Below) Social Security Account Number Cards are continuous forms.



revealing answers. To start with, a sound system rather than a spelling system is used, so that differences of spelling the same name can be readily resolved. In addition, all surnames can be reduced to a 3-digit number for machine accounting."

The writer's number 460 (which leads off all the way down the file panel) is Soundex code for the surname "Hillyer" and all other names composed of the sound "l" followed by the sound "i," disregarding vowels and initial letters. The initial H is not coded, because (a) all the names in that entire section begin with that letter, and (b) "H" is one of three uncoded consonants, the other two being "W" and "Y". The vowels a, e, i, o, u, are likewise uncoded. Consonants are divided into six phonetic groups (reminiscent of Grimm's Law



But is there one for your business records?

Today, it's more important than ever before to make sure there is a "fire escape" for basic and original business records.

For it's a matter of *national* as well as individual concern, today, that you stay in business. 43 out of 100 firms whose records are destroyed *never reopen*.

That's why more and more of these records are being transferred to Mosler "A" Label Safes. They provide the world's best protection against intense heat and crashing impact.

Bankers the world over will tell you: The name Mosler *means* protection.

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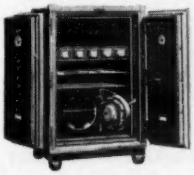
World's largest builders of safes and vaults . . . Mosler built the U. S. Gold Storage Vaults at Ft. Knox and the famous bank vaults that withstood the Atomic Bomb at Hiroshima.



The Mosler Safe Company
SINCE 1848
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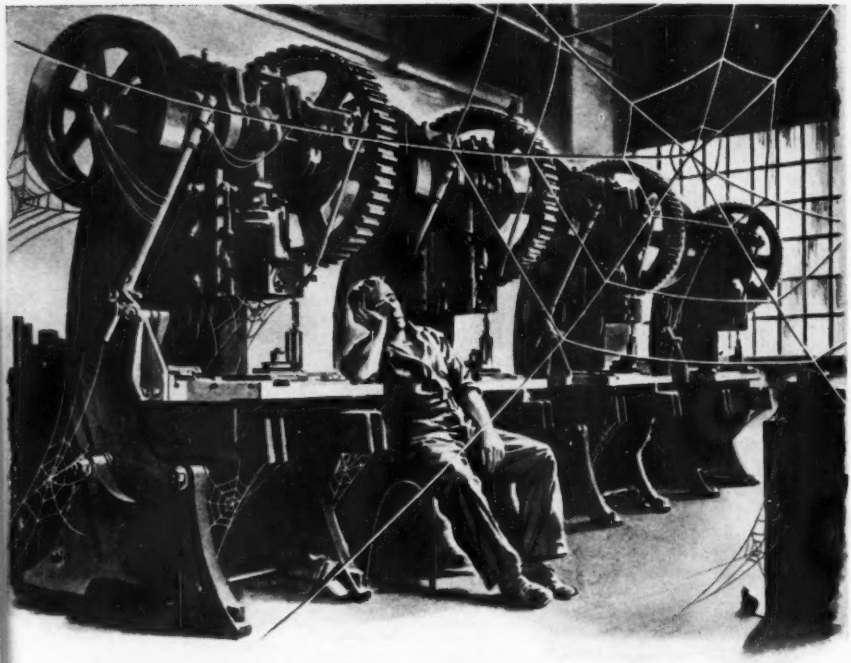
CONSULT CLASSIFIED TELEPHONE DIRECTORY FOR THE MOSLER DEALER IN YOUR CITY



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if the metal working industry kept **NO RECORDS**

Metal presses like these would gather cobwebs, if the metal working industry kept no records. Records, accurately kept, tell business and industry "what, whence, when, how, why and where."

To speed and simplify record-keeping in your business, there is a Boorum & Pease form or device to fit every need to a T. When you specify B & P you have the assurance of quality, developed through over a hundred years of manufacturing forms and record-keeping equipment.

B & P Columnar Books, for example, eliminate that bothersome, time-wasting bulge along the binding. They lie flat, give a smooth writing surface wherever opened. Uniformity of rulings with guide lines also simplify posting. Consult your stationer about the full line of B & P products.

Standard

B&P

product

FOR EVERY RECORD — A WAY TO KEEP IT

BROOKLYN 1, N. Y.

in language-study) as follows:

Group	Key Letter	Equivalents	Numerical Code
Labials	B	B,F,P,V	1
Palatals	C	C,G,J,K,Q,S,X,Z	2
Dentals	D	D,T	3
Liquids	L	L	4
Sonants	M	M,N	5
Linguals	R	R	6

Excepting the initial letter, the actual spelling of a surname (given names and the first three letters of middle names are recorded but not coded) does not govern the coding, which is by sound only. For example, the name (H) I L (4) LYE R (6), is coded the same as (H) E L (4) L E R (6), (H) I L (4) E R (6), etc., because the "Y" and the vowels don't count and double consonants are sounded like single. The code in all these cases is 460, the zero being added to fill out the three digits. "Hilliard," however, would be coded 463 by reason of the final "d" sound.

The great army of Smiths (Fig. 1 shows a small section thereof) are all coded together as (s) 530 regardless of spelling, provided the sound is similarly groupable. Soundex is, of course, a study in itself and lack of space forbids further details—such as the handling of "Mc" and other prefixes or suffixes, names without consonants, hyphenated names, European, Moorish, Hebrew, Chinese or other foreign cognomina that require special handling. Most significant is the manner in which the principles are expanded and refined at Social Security headquarters, to keep

Visible files in the National Employee Index Section.

The Numerical Register Section at Social Security Headquarters.

track of so many millions of nearly identical name entries, with their variants and changes.

This procedure at S.S. is in turn only part of a comprehensive system designed (a) to facilitate reference and (b) to guard against establishing two accounts for one person. Our "Hillyer" guinea pig will therefore pass from his (incomplete) middle name to the number "072980" which follows on his strip. This is not his Social Security number nor any part thereof, but simply means that he was born on July 29, 1880 (the initial zero is to fill out six digit-places). All persons in the files who were born on a certain day have the same identifying code-number. An "X" takes the place of unknown birth-numerals, but such cases are surprisingly few.

Following the birth-date identifying code on the visible file strip is the Social Security Account Number (the one that appears on the card in your possession) consisting always of nine digits. The first three digits signify the area where the original application was filed: In this writer's case 055 means the midtown district of New York City. The next two digits code the application group in the receiving office and the final four comprise a sequential numeration within the group. The entire Social Security Account Number is preprinted on the holder's Social Security card, as we shall note presently.

Continuing with the visible file strips, they observe a sequence (a) in alphabetical order on the first letter of the surname; (b) in numerical order of the Soundex code; (c) in alphabetical order on the first ten letters of the first given name; (d) in alphabetical order on the first letter of the middle name. Numerical sequence of birth dates determine proper position, where two strips would otherwise fall together. Example: 520 YOUNG ANNA MAR 022310, would be interfiled between these two strips: 520 YOUNG ANNA MAE 012810—and—520 YOUNG ANNA MAY 192110.

Since the first 10 letters of the first given name are alphabetical, a strip may sometimes be filed out of alphabetical sequence on that part of the first name which comes after the tenth letter. In such case the birth date governs the sequence.

Whenever a strip is interfiled, multiple account numbers are sleuthed by

sheer magic!

*The **Marchant Man** astounds the office staff with the only calculator with Push-Button★ Multiplication . . . available on both the Figuremaster and the low-cost Figurematic. Since more than half of all calculator work is multiplication, no modern office can afford to be without a **Marchant,** the calculator that saves one step in every multiplication problem. The **Marchant Man** in your phone book will prove this by a demonstration in your office. Call him today.*

NEW AUTOMATIC LINE-UP SPEEDS DIVISION. Touch of new Division Control automatically lines-up dividend and divisor as division begins

★PUSH-BUTTON MULTIPLICATION Touch of a key in this row enters multiplier digit POSITIVELY . . . answer appears SIMULTANEOUSLY . . . carriage shifts AUTOMATICALLY

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MARCHANT CALCULATING MACHINE COMPANY
OAKLAND 8, CALIFORNIA 03

MARCHANT
AMERICA'S FIRST
Calculators

REGISTER OF ACCOUNTS ESTABLISHED

	Date of Birth Mo.	Day	Year	Sex	Code	Employee Name First	Middle	Last		Account No. Area	Group	Serial	
0	09	23	29	2	1	PHYLLIS	BAL	WATTS		100	22	8900	0 2
1	10	24	29	2	1	HAZEL	MAU	CORSON		100	22	8901	1
2	04	02	93	2	1	ANTOINETTE		PATRICK		100	22	8902	2
3	01	06	31	2	1	SHIRLEY	ANN	PARSONS		100	22	8903	3
4	07	28	31	2	1	NORMA	MAE	FLEMING		100	22	8904	4
5	11	09	01	1	1	LEO	A	TURGEON		100	22	8905	5
6	12	12	29	1	1	WINSTON	KAR	MATTHEWS		100	22	8906	6
7	09	09	29	1	1	RONALD	PAT	DYER		100	22	8907	7
8	01	08	28	1	1	WILLIAM	MAU	CHARTIER		100	22	8908	8
9	07	10	25	2	1	BERNICE	DOR	CHARPENTIER		100	22	8909	9
10	03	23	30	2	1	BARBARA	JEA	CARLETON		100	22	8910	10
11	12	22	28	2	1	AVIS	JOA	MACKENZIE		100	22	8911	11
12	06	30	94	2	1	NANCY	EST	MAHMOT		100	22	8912	12
13	09	12	31	2	1	HERBERTA	LOU	FOOTE		100	22	8913	13
14	04	26	30	2	1	EDITH	MAY	WATTERSON		100	22	8914	14
15	01	26	30	1	1	ELSON	WAR	MOODY		100	22	8915	15
16	03	12	24	1	1	LEWIS	ART	KELLEY		100	22	8916	16
17	02	12	12	1	0	GEORGE	OWE	LAMOTT		100	22	8917	17
18	05	01	31	1	1	WILLIAM	ART	DILLON		100	22	8918	18
19	07	20	22	1	1	GEORGE	THO	GEBBIE		100	22	8919	19
20	04	16	24	2	1	FLORA	MAR	PROVENCAL		100	22	8920	20
21	10	19	20	2	1	CORA	MAY	OSGOOD		100	22	8921	21
22	03	04	27	1	1	DAVID	JAM	CARROLL		100	22	8922	22
23	03	15	03	1	1	KENNETH	CLY	FOSS		100	22	8923	23
24	11	26	03	1	1	WALTER	RAN	DOW		100	22	8924	24
25	05	25	86	2	1	ROSE	ANN	ROMPREY		100	22	8925	25
26	10	17	29	1	1	WALTER	EAR	DAVIS		100	22	8926	26
27	07	14	30	2	1	ROSEMARY	PER	MALONEY		100	22	8927	27
28	01	12	31	2	1	BEVERLY	MAE	SMITH		100	22	8928	28
29	02	26	31	2	1	JEANNETTE	ALI	VENNE		100	22	8929	29
30	06	28	29	2	1	DOROTHY	LOU	BURKE		100	22	8930	30
31	06	26	29	2	1	HAZEL	THE	GLEASON		100	22	8931	31
32	08	14	44	2	1	ELMIRA	HEM	BEAN		100	22	8932	32 2
33	01	01	29	1	1	GLEN	UAL	SMELTZER		100	22	8933	33
34	12	13	29	2	1	LAURA		PERRY		100	22	8934	34
35	04	22	28	1	1	ROBERT	C	CLIFFORD		100	22	8935	35
36	03	03	29	1	1	OSCAR	FRA	DUPONT		100	22	8936	36
37	04	18	78	2	1	BEVERLY	MAR	NADON		100	22	8937	37
38	02	22	27	1	1	HERBERT	BRI	KING		100	22	8938	38
39	02	01	19	1	1	PAUL	THO	ROBINSON		100	22	8939	39
40	12	07	29	1	1	HOWARD	AUG	THORPE	JR	100	22	8940	40
41	06	19	13	1	0	ERNEST	LAW	HEWEY		100	22	8941	41
42	05	14	16	2	1	ELLEN	CHA	MASSEY		100	22	8942	42
43	09	28	19	2	1	FAY	ANN	RICE		100	22	8943	43
44	03	17	27	2	1	PHYLLIS	UNA	STRAW		100	22	8944	44
45	07	30	26	2	1	DOROTHY	GER	HARRIS		100	22	8945	45
46	03	12	77	1	1	EZRA	PAU	BAKER		100	22	8946	46
47	10	25	29	1	1	ROBERT	LEO	DROUIN		100	22	8947	47
48	07	07	20	2	1	ANNA	ELI	MURPHY		100	22	8948	48
49	06	27	79	2	1	EVELYN	PEA	BLACKWOOD		100	22	8949	49
50	10	01	18	1	1	MORRISON	DWI	POOLE	JR	100	22	8950	50
51	07	02	98	1	1	CHESTER	ARC	HALL		100	22	8951	51
52	01	31	96	2	1	EDITH	COL	HEBERT		100	22	8954	52 2
53	10	16	28	1	1	ALFRED	LAW	DUPONT	JR	100	22	8953	53
54	08	28	22	1	1	RICHARD	ALL	CLOW		100	22	8954	54
55	05	04	16	1	1	OLIVER	VIN	ROBINSON		100	22	8955	55
56	08	01	30	2	1	SHIRLEY	NAN	PORTER		100	22	8956	56
57	07	03	30	1	1	MARCEL		CHAMPAGNE		100	22	8957	57
58	06	21	30	2	1	MARY	NAN	INGRAHAM		100	22	8958	58
59	03	05	07	2	1	ANNETTE	ELI	HICKS		100	22	8959	59
60	07	28	26	2	1	OLIVE	BEA	PARTRIDGE		100	22	8960	60
61	08	18	31	1	1	RICHARD	EAR	FORTUNE		100	22	8961	61
62	04	25	29	2	1	HELEN	FRA	PAINCHAUD		100	22	8962	62
63	10	02	30	1	1	ROBERT	EVE	DAVIS		100	22	8963	63
64	06	23	11	2	1	NAOMI	RUT	JORUAN		100	22	8964	64
65	05	16	29	2	1	LOIS	RUT	HARPER		100	22	8965	65
66	08	08	29	2	1	SFA	JUL	HILTON		100	22	8966	66
67	12	19	29	2	1	MYLEEN	ELE	MORRISON		100	22	8967	67
68	01	08	08	1	1	FORREST	JOH	PUTNAM		100	22	8968	68
69	05	31	07	1	1	LUDGER	GER	FERLAND		100	22	8969	69 2
70	11	04	07	1	1	JEAN	PAU	GRENIER		100	22	8970	70 2
71	01	15	77	1	1	JOSEPH	ROS	FERLAND		100	22	8971	71 2

Fig. 3. A portion of the Register of Accounts Established.

SERIAL	EMPLOYEE NAME	AREA	GROUP	SERIAL
3246	J G JOHNSON	325	13	3246

SERIAL	EMPLOYER ACCOUNT NO. / TOTAL EARNINGS TO DATE	EARNINGS	PERIOD MO.	PERIOD YR.	[illegible]
3246	132334537	69000	6	37	1
3246	132334537	69000	12	37	1
3246	138000*	138000*		37	9
3246	132334537	34500	3	38	1
3246	132334537	34500	6	38	1
3246	132334537	34500	9	38	1
3246	132334537	11500	12	38	1
3246	194311922	28500	12	38	1
3246	281500*	143500*		38	9
3246	194311922	40000	3	39	1
3246	194311922	40000	6	39	1

SERIAL	TOTAL EARNINGS TO DATE / EMPLOYER ACCOUNT NO.	EARNINGS	MO. / YR. PERIOD	[illegible]

GAR-1001 11-50 EMPLOYEE'S LEDGER SHEET SOCIAL SECURITY BOARD

Fig. 4. An Employee Ledger Sheet to which all wages, reported for the employee by his employer, are posted.

checking all strips preceding and following the new strip's file position, which have a date of birth within two years of that shown on said strip. Strips are suspected as possible multiples if they have (i) same sound-code; or (ii) same surname or variation thereof; or (iii) same first name or contraction thereof; or (iv) same middle name or initial; or (v) if two items in the birth date agree—such as month and day, month and year, day and year.

Large name groups sometimes beget exact duplicates as to surname, first and middle name or initial, as well as month or day of birth. These are considered multiples (unless and until proved the contrary) though the year of birth may vary. On the other hand, in small name groups and in cases where very unusual given names and surnames are the same, the rule respecting two birth date items is relaxed. Example: 210 DZIUBA WLADYSLAW 051308 — and — 210 DZIUBA WLADYSLAW 121311.

The visible file, we are given to understand, is the basic record, reference to which *identifies* an employee account for

FIRST	MID.	SURNAME	ACCOUNT NUMBER
JOHN		SMITH	218 10 9000

MONTH	DAY	YEAR	SEX	COLOR
5	14	05	1	1

DATE OF BIRTH

OFFICE RECORD
AND
CROSS REFERENCE

FEDERAL SECURITY AGENCY
SOCIAL SECURITY BOARD
FORM OAR-7001
4-43

CODES

SEX	COLOR
MALE - 1 FEMALE - 2	WHITE - 1 NEGRO - 2 OTHER - 3

Fig. 5. Tabulating cards produce this Office Record and Cross Reference form.

which the account number may be unknown or unobtainable.

Over 95,000,000 accounts had been established by the Division of Accounting Operations up to the beginning of the current (1950-1) fiscal year, and of these all but 8,000,000 were individual employee accounts, to 63,000,000 of which wages were posted during the fiscal year 1949-50. Establishing an account—at a cost, by the way, of about 15 cents each—is a primary yet extremely ticklish undertaking. Whether it be for an employee or employer, it begins with the making out and filing of an application. We shall here confine ourselves to the employee accounts (which now include self-employed as well as wage earners) because, to quote Mr. Fay, "The necessity for preserving the individuality in the records for each of the millions of workers covered by the Social Security Act presents a great problem, defying temporary expedients. The Social Security Account Number is the definitive answer."

First step in establishing the account is taken by an individual when he fills in and signs his application which provides for: (1) complete name as given to employer, (2) mailing address, (3) name given at birth, (4) age on last birthday, (5) date of birth, (6) father's full name, (7) mother's maiden name, (8) sex, (9) color or race, (10) employer's business name and address, (11) date of signing, (12) employee's signature as usually written. In addition, the employee gives place and date of previous application, if any, for a Social Security Account Number or a Railroad Retirement Number.

At the receiving field office, the applicant's name is typed on the upper part of an Account Number Card (Fig. 2); his name and address are typed on the lower stub. The card is part of a continuous form in duplicate, which is preprinted with an account number on the upper and the lower portions of the original, and on the upper portion of the duplicate copy.

The original copy of the card is sent to the employee as a record of the ac-

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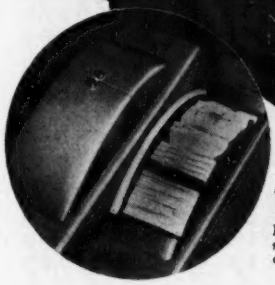

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INCREMENT YEARS

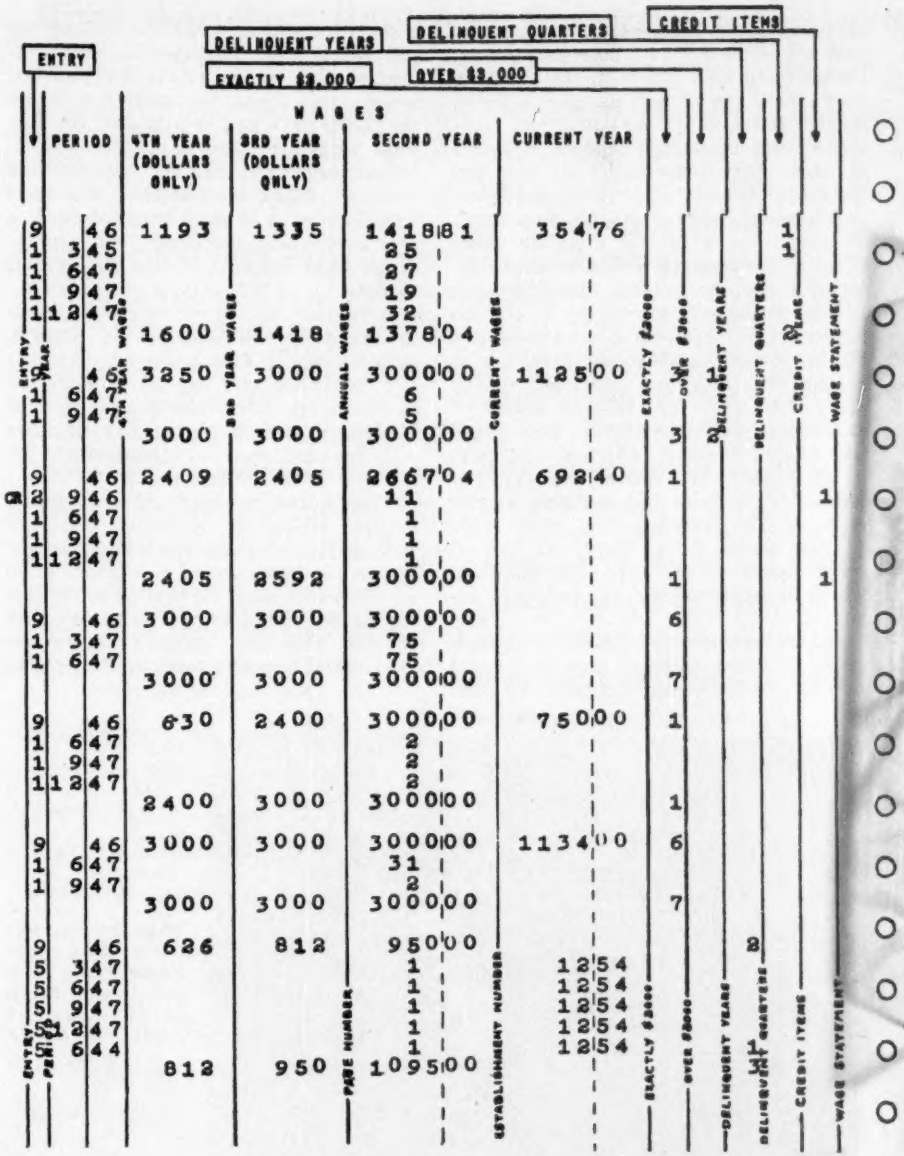
QUARTERS COVERED

FIG. 6. ANNUAL WAGE LISTING.

ACCOUNT NUMBER	NAME	WAGE ITEM INDICATIONS		QUARTER INDICATIONS	TOTAL WAGES
486012001	BOWLES	591035	6	CCCXCCCC	11969 20
486012001	BOWLES	COLONIAL		13053 4690	265 50
486012001	BOWLES	GENERAL		13063 2060	335 93
486012001	BOWLES	GENERAL		13063 2060	319 19
486012001	BOWLES	GENERAL		13063 2060	368 16
	7981137	861538	7	CCCCCCCX	13257 98
486012002	AUSTIN	725738	6	CCXCCCXC	28125 00
486012002	AUSTIN	A KAHN	C	44030 0670	1125 00
486012002	AUSTIN	A KAHN	C	44030 0670	750 00
	11051137	705530	7	CCXCCCXY	30000 00
486012003	HEROD	929437	6	CCCCCCCC	23348 68
486012003	HEROD	UNITED	C	44032 1450	75 33
486012003	HEROD	UNITED	C	44032 1450	750 10
486012003	HEROD	UNITED	C	44032 1450	865 50
486012003	HEROD	UNITED	C	44032 1450	692 00
	4981137	14539	7	CCCCCCCX	25580 95
486012004	JONES	555518	6	CXXCCXXX	27000 00
486012004	JONES	INTERNAT		22083 6510	1500 00
486012004	JONES	INTERNAT		22083 6510	1500 00
	12112147	555520	7	CXXCCXXX	30000 00
486012006	SMITH	37	6	CCCCCCCC	19410 00
486012006	SMITH	FRED SAU		44021 8270	250 00
486012006	SMITH	FRED SAU		44021 8270	1250 00
486012006	SMITH	FRED SAU		44021 8270	750 00
	6031137	540	7	CCCCCCCX	21660 00
486012008	BEAN	395828	6	CCXCCCXC	28134 00
486012008	BEAN	STANDARD		12101 0440	1134 00
486012008	BEAN	STANDARD		12101 0440	732 00
	2881137	885530	7	CCXCCCXX	30000 00
486012009	KEATIN	790834	6	CCCCCCCX	6721 34
486012009	KEATIN	WESTERN		44039 4390	255 00
486012009	KEATIN	WESTERN		44039 4390	255 00
486012009	KEATIN	WESTERN		44039 4390	285 00
486012009	KEATIN	WESTERN		44039 4390	300 00
486012009	KEATIN	WESTERN		44039 4390	95 75
	5911137	355538	7	CCCCCCCX	7912 09

count number assigned to him. Employee detaches lower stub and parks it safely. Should he lose the precious upper portion, a duplicate Social Security Card is issued to him at any field office upon presentation of the stub.

Carbons of these cards (Fig. 2) and their appurtenant applications are



mailed every few days from field offices to the Accounting Operations Division at Baltimore. They are grouped in numerical order for transmission, accompanied by a transmittal record showing field office, date of transmission and account numbers. When Baltimore receives these groups, they are checked

against transmittal records and against each other to see that none is missing. Forms from field offices in the same region (there are 12 regions, each embracing a number of States) are then combined for processing purposes in blocks of about 500 items each; an item being an application with its related form.

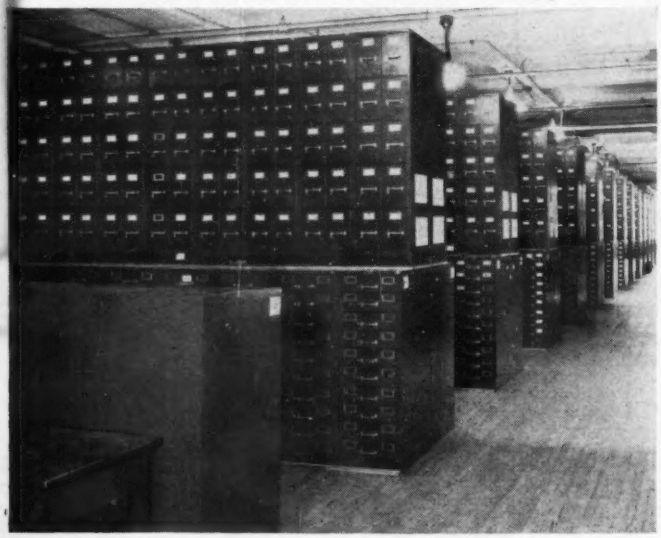
Numerical coding is the next step. This is done with two ends in view: filing in the national index as above described, and processing basic records for the employee's account by 80-column tabulating punched cards. Of these last the Actuarial Card comes first, for it carries the following information: (1) account number; (2) first 10 letters of employee's first name; (3) first 3 letters of middle name; (4) first 12 letters of surname; (5) Soundex code; (6) date-of-birth code; (7) sex code (1 for male, 2 for female); (8) color code (1 for white, 2 for Negro, 4 for all other races or colors); (9) date on which account number was issued or assigned.

When the Actuarial Cards—with such cross reference cards as may be deemed necessary—have been punched for each block of applications, these blocks are put through an alphabetical interpreting machine which prints the punched information across the card's top. From the Actuarial Card is prepared the Annual Summary Card, king of the deck. Subsequently punched for earnings and relevant data, the Annual Summary functions as a balance forward card, a new card being prepared yearly to indicate total wages posted to the account to date.

Actuarial and cross reference cards are machine-sorted daily: (1) numerically by month, day and year of birth; (2) alphabetically by first letter of middle name; (3) alphabetically by first 10 letters of first name; (4) Soundex code for surname; (5) alphabetically by the first letter of last name.

Thus sorted, the cards go to an alphabetical tabulating machine, equipped with a special form feed and notched platen so that *part* of the information on the cards may be printed on visible file strips. This brings us to our first contact with the bureau's Operations Division. Thenceforward we follow the

(Continued on page 146)



Wage records section where employee master cards and current wage cards merge and await the annual posting.

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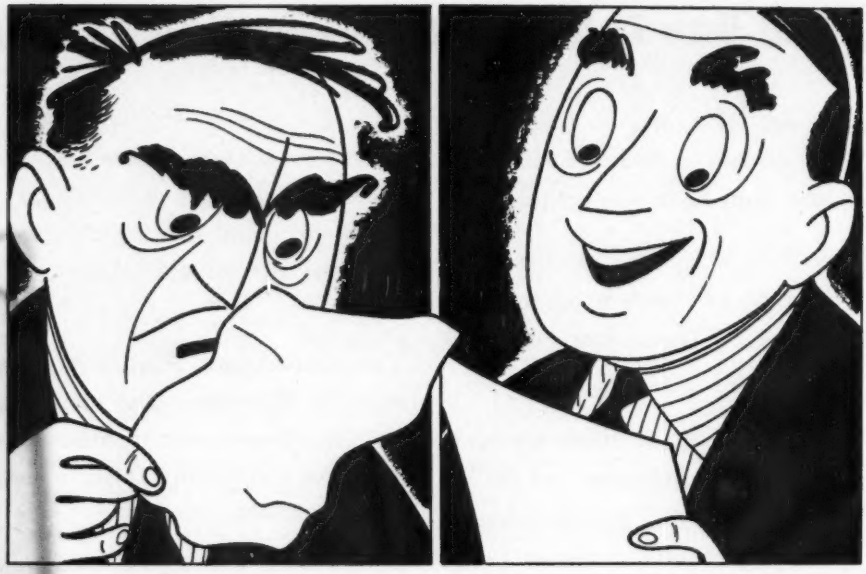

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How 69 Dictating Machines Save a Firm $45,000 a Year

THE dictating machine has come a long way the past few years and is proving itself in a wide range of fields. In the office, it is a capable piece of equipment. Its light weight makes it easily portable. With some models, the dictator and the secretary use the same machine. Any firm employing sales or service men can utilize a plus value of the dictating machine which can be installed in a salesman's car for on-the-spot reports to the home office. This is a great boon to the man in the field since it frees him of long hours of writing reports. It is a help to the home office since they get complete reports while details are fresh in the salesman's mind. The salesman, if in the field, can mail his plastic records in to the home office. There his immediate superior can listen to it before for transcription. In many instances, no transcription is required; reports can be played back and filed for future reference.

An example of the use of double-service dictating machines is the experience of Infilco, Inc., in its Chicago operation. Infilco reports that the use of 69 Gray Audographs in a stenographic pool saves the firm approximately $45,000 annually. This is based on estimated wages for 18 more secretaries who would be required if the firm used a manual system.

Infilco, an engineering firm, also records telephone conversations. Their men say that if just one such recording can save a misunderstanding it will cover the cost of telephone recording for a whole year. Their customers do not object to having what they say con-

Stenographic transcription pool of Infilco, Inc., Chicago.

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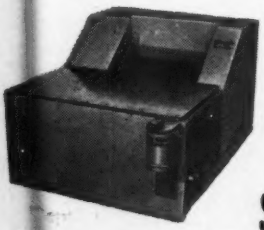

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firmed in this way because they feel it is a protection to them as well. Infilco supplies its field engineers with dictating machines for on-the-spot reports which are mailed to the home office. This also cuts down on trips to the home office since salesmen dictate more freely to the machine than they would to a secretary or in a typed report.

Infilco estimates the cost of supplying a machine for a salesman's use amounts to 28c a day, and this includes depreciation and interest on the unit, maintenance and repair allowance, as well as 6c for the disc he uses. Adding to this cost an approximate share of the cost of maintaining a transcribing unit, which is 6c a day, the total cost for recorder and transcriber is 34c.

Among the other firms using dictating machines in the field, are Lumbermen's Mutual Insurance Co. and Hartford Accident & Indemnity Co. These firms have Audographs installed in adjustors' cars. In this way adjustors make on-the-spot reports, give complete details, and sometimes take down statements.

The Department of Highways of the State of Ohio reports that five of their field engineers are now using the machines. They state it has proven very satisfactory, due to its portability. The field engineers have transformers in their cars which permit the dictating of on-the-spot reports of inspection. The Highway Department reports that, in addition to encouraging more detailed and comprehensive reports, it also saves time and results in a better distribution of information.

Conference recording is another important phase of the work of dictating machines. Both large and small firms have them installed permanently in their conference rooms. This saves the work of a secretary and insures complete and detailed and verbatim reports on all meetings. Often it is not necessary to transcribe the entire report. The gist of the work may be summed up in the last ten or fifteen minutes and only this section need be transcribed. However, the complete record can be filed and

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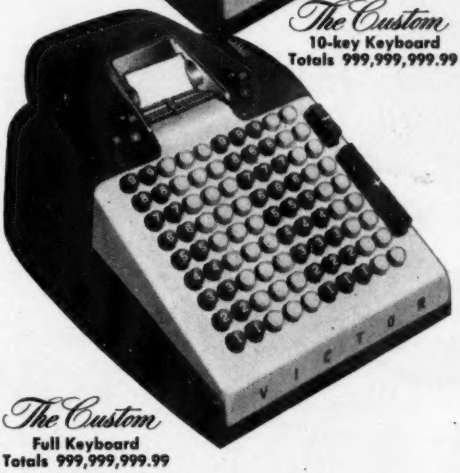

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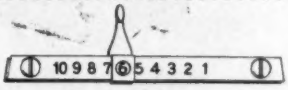

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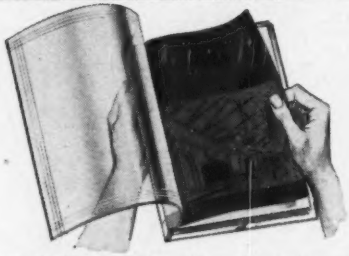

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  Requires no drilling or punching. Fastening rods hold material securely.

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kept on hand for reference at any time. Because record discs are made of unbreakable but thin plastic, a hundred records can be filed in an inch of space. They can be stored indefinitely for reference since only vital portions need be transcribed.

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One Audograph record can be resurfaced up to 50 times since none of the Vinylite plastic is lost in the process. The economy of the modern dictating machine is the feature which finally sells many budget-conscious business men. Cost of resurfacing has been kept at a minimum. A 20-minute record (original cost, 6c) can be resurfaced for 3c. A half-hour record (original cost, 9c) is 4c. And an hour record (original cost, 13½c) is 5c. This means that the discs for up to 51 hours of dictation time can cost at little as $2.64.

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It's easy to operate. To *open* envelopes, simply insert the envelope in the machine, press down a lever and zip . . . it's opened! To *seal* envelopes uniformly and thoroughly, envelope flap is drawn across a convenient recessed table-type sealer. To *affix* postage, simply press down on the plunger and a stamp is automatically and securely affixed. Holds 500 stamps.

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29th Annual IASA Conference in Chicago, May 14-16

THE Insurance Accounting & Statistical Assn. will hold its 29th international conference and business show in Chicago, May 14-16, at the Palmer House. The program will be of particular value to persons interested in accident and health, fire, casualty, life and mortgage loan accounting. The business show will have exhibits of the newest products of many leading office equipment concerns.

The conference will open Monday morning with a welcoming address by J. Edward Day, director of insurance, State of Illinois. The principal speaker of the Monday general session is Jerome A. Gottschalk, president, Counselors Inc. His subject is "Men Behind the Figures." Mr. Gottschalk is widely known as a teacher, research analyst, manager, author and speaker. Tom Collins of Kansas City, well known through the mid-west as a humorous philosopher, will be the principal luncheon speaker on Wednesday.

The program following the general session will be made up of smaller meetings in separate interest groups, each with its own papers, panel discussions, and informal discussions on subjects of special interest to the group. The life sessions under the direction of James R. Dorsett, Jefferson Standard Life Insurance Co., and Joseph W. Hughes, Pan American Life Insurance Co., will feature premium billing, work elimination, general accounting, industrial accounting, and mortgage loan accounting.

The casualty sessions under chairman Joseph Lindner will stress the solution of problems in recording and reporting casualty insurance experience. The fire sessions under the direction of W. H. Crawford, Loyalty Group, San Francisco, and O. Cameron Moffatt, National Retailers Mutual Insurance Co.,

How To Cut Pencil Costs IN HALF

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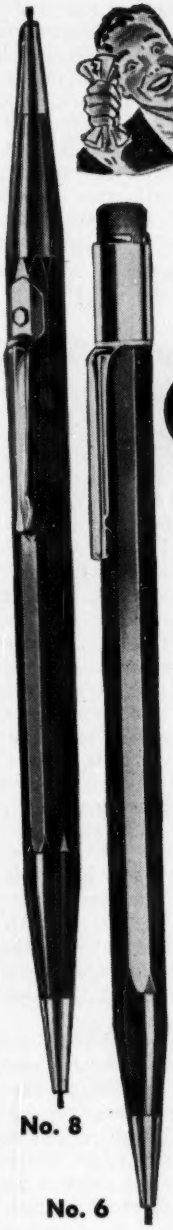
TRADE MARK
BETTER PENCILS



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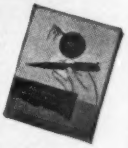

Send for free catalog showing full line of "Autopoint" Pencils, with low quantity prices. Double-end Pencil shown has finger grips colored to indicate color of lead; red, blue, green, purple, yellow or black.

Slender barrel, exposed eraser utility pencil has harmonizing clip, eraser ferrule and tip in silvonite finish. Both pencils come in standard and "Real Thin" leads . . . are popular numbers for organization use. Send coupon.

"Autopoint" and "Real Thin" are trademarks of Autopoint Company, Chicago

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will highlight the new annual statement, installment premiums, and reinsurance. Combined fire and casualty sessions will feature current developments in accounting, allocation of expenses, and control of expenses.

The accident and health sessions under William E. Sather, North American Life & Casualty Co., will give special emphasis to means and methods of determining risk, exposure, and premium accounting.

Clerical Revolution

(Continued from page 54)

work, from head man down to typist, is going to be done sooner or later by largely electronic means. Broadcast to your organization that this is your assumption and that it might as well be theirs too. This should result in both you and your staff reading whatever comes to hand on the subject; discussing it with salesmen, consultants and associates. Consider the matter as something that relates to *you*, not as a vague generality. Within a year or so you will begin to notice things about office operations, such as the difference between the time it takes to read a document, the time it takes to do necessary things. Filing certain literature in the wastebasket unread is a practical application of this viewpoint. What happens to the six hours each day that most typewriters aren't operating? She doesn't spend *all* that time out for coffee. You may even learn what the phrase "punch an x" means when used by guys who run machines that gobble all those cards full of holes.

Within the practical limitation of making each move pay its own way and be profitable in itself, mechanize anything you can. Encourage your organization to do likewise. Get all repetitive data and repetitive operations routinized and into a form where there is no alternative but to keep them up-to-date. Any mechanic can switch data or opera-

TODAY'S BUSINESS has no TIME to *detour*

Speed is the essence of production and commerce! Detours caused by manpower shortages and bottlenecks must be avoided! Interdepartmental Communications—orders, exchange of ideas, confidential instructions — all must be fast, direct, without needless, time-wasting detours.

Kellogg SELECT-O-PHONE answers every requirement. Automatic, needing no operator and independent of your outside switchboard. SELECT-O-PHONE handles *inside* telephone traffic, greatly augments your city phone, knits your organization into a closer, smoother-running, more efficient unit.

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Get the facts! You owe it to yourself and your business to find out all about SELECT-O-PHONE. Write Dept. 10-E, SELECT-O-PHONE Division, Kellogg Switchboard and Supply Co., 6650 S. Cicero Ave., Chicago 38, Ill.

Select-O-Phone

THE *INSIDE* VOICE OF BUSINESS

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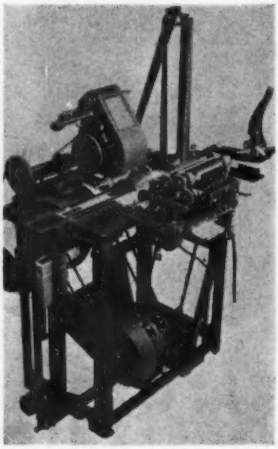
C. I. T. Corporation of New York
told Elliott that

no other machine could do it

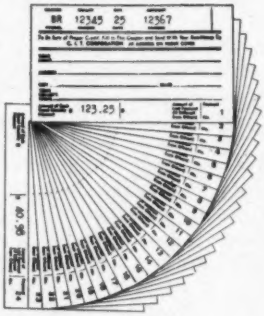
Elliott address cards file like index cards

A FEW OTHER ELLIOTT MODELS

C. I. T.'s installment coupon requirements run into millions annually. This machine takes a blank roll of paper, large enough to make 32,000 individual coupons, and in one continuous operation prints, perforates, numbers and cuts off the exact number of finished coupons required for a given book and delivers them ready to staple into a cover. Data that is *different in each book* is printed by Elliott address cards stenciled on ordinary typewriters.



Have you an "impossible" addressing problem?



Elliott ADDRESSING MACHINE CO.

199-B Albany Street, Cambridge 39, Massachusetts

tions from one machine to another. Only you can straighten out the policies and practices these represent. It takes time because practices change and people forget.

Manuals aim at this result but rarely achieve it. The language in common use does not reach the sub verbo level of skills and thinking processes. The machine has it built in, or will indicate what the operator must be doing. Manuals and job descriptions, if carried to this level, would get obsolete quickly. But the machine must be changed if business is to go on, and machine operations and data leave a plain trail for electronics to follow.

Following the above course, there are spots all through your office where it will be necessary for people to think before acting. Notice them, and be thankful if you have people who do think. See to it that the thinking on one subject is as complete at one point as it can be, and that the person who has to make decisions has the best tools and facilities. You will probably spend less time telling people too, "Do this," and "Do that," and more time explaining, "Here's what we want to accomplish." This makes life easier for all.

Of course, all the above can be more easily ignored and it is expected that plenty of people will call it so much hogwash. After all, someone has to be the competitor who you are ahead of. Yet the above is only another expression of the function of management, the "segregation of routine and perceptive functions, with mechanization of repetitive routine and appreciation of perceptive skill." Have the basic conviction that repetitive routine work is for mules and machines.

How does this help avoid revolution? People vary in their abilities of understanding. The spread between the quickest and the laggards is great enough to bleed off the pressure that makes the difference between evolution and revolution. The orderly process described above allows time to handle

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AND IT FLOWS WITH EASE

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AN EXCELLENT
NEW INK IN A
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. . . it's another
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Almost every drop of ink can be removed in a flash. This is not possible with other type containers.

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The Squeeze-It bottle is available with 4 Canode products: Rapid Dry Red, Blue and Green, and the new Dri-Rite Black.

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A few valuable territories open to qualified Systems Engineers.

personnel problems as they arise. Ignoring the entire problem until survival forces a frantic, immediate conversion, makes the mess. (Remember your war plant experience.) Avoid the term "efficiency expert" and its connotations of attempting to force arbitrary rules on customers and workers, treating work involving judgment as if it were routine, treating simple but unfamiliar skills with fear and kid gloves, letting absurdities and irrelevancies outweigh the general picture—I hope it doesn't happen anywhere, to anyone, including guys I don't like.

Regardless of what we do, some people will be hurt and I'd like to thank the Editors of THE OFFICE for bringing the matter to our attention. I don't think there'll be a revolution, but anything we can do to help make sure, is to the good.

Electronics in Offices

(Continued from page 57)

lines, we won't gain very much by speeding up the work unless by so doing we can reduce the cost of the job.

Although differences exist between scientific and business problems, and although they are important, we must not lose sight of the many similarities. Much of the equipment which has been devcloped is readily adaptable to either field. For this reason, I feel that continued cooperation between the designers and builders of scientific machines and the designers and builders of business equipment is highly essential. Scientific computing machine work will continue to spearhead the use of many new techniques; the development of the business equipment industry will probably be largely complementary. Our industry will do its part by fostering mass production methods—easier to achieve in business equipment because of the larger market—and by concentrating on reliability, low cost, and ease of maintenance.

But scientific and engineering com-

portrait of a contented executive

In these days of high costs, here is a refreshing change . . . a practical, essential office equipment item about which you may ask, "How much does it SAVE me?" rather than, "How much does it cost me?"

Pres-to-line actually **earns** its own cost, and continues to save **after** it pays for itself! This has been proven by time and motion surveys conducted by universities, business and government methods departments. Based on user surveys, **Pres-to-line saves an average of 23% of office typing costs.**

The Pres-to-line Typing System was developed by following the suggestions of thousands of typists who recognized the need of scientifically designed reading equipment. Pres-to-line is the **only** modern typewriter reading equipment on the market today, offering exclusive features that place it in a class by itself!

Pres-to-line increases the speed and efficiency of your typists by allowing them to read faster. Regardless of what kind of typewriter they are using . . . standard or electric . . . **they can type only as fast as they can read.**

Pres-to-lines are in daily use in many thousands of business and government offices. Its list of satisfied users reads like a "Who's Who" of nationally known business and industrial firms.

Pres-to-line is fully guaranteed. With Pres-to-line, you increase economy, efficiency, and speed of your typists . . . thereby eliminating overtime. If your office is not already equipped with Pres-to-line, it will pay you to look into its many advantages—now. Write, or mail coupon below, today for complete details. No obligation, of course.

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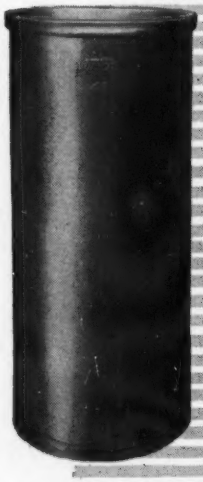
Waste handling costs shrink with new, improved Vul-Cot waste baskets—Last longer, are practically indestructible—Cut maintenance and replacement costs—Stand hardest wear, rims do not break—Colors do not chip off—they are part of the fibre itself—Unlike waste baskets made of wood, will not splinter, aren't heavy—Unlike waste baskets made of metal, will not dent, rust or corrode—Are lightweight, easy to handle and clean—Provide luxury at an economy price. Slight additional first cost saved many times over due to long life and lasting good looks—Are guaranteed for five years—Are perfect for schools, offices, institutions.

You're assured many years of service—lower costs—with Vul-Cots. Write today for catalog price sheet Dept. 0-5.



The Round Taper—most popular of all Vul-Cots for general office and schoolroom use. Takes little space, is neat and attractive. Two sizes, nos. 2 and 3.

The Square Taper—a distinctive style, popular with executives and ideal for reception or board rooms. One size, no. 5.

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Colors—All sizes made in standard colors—maroon-brown and olive-green. Gray also available for use with gray office furniture.

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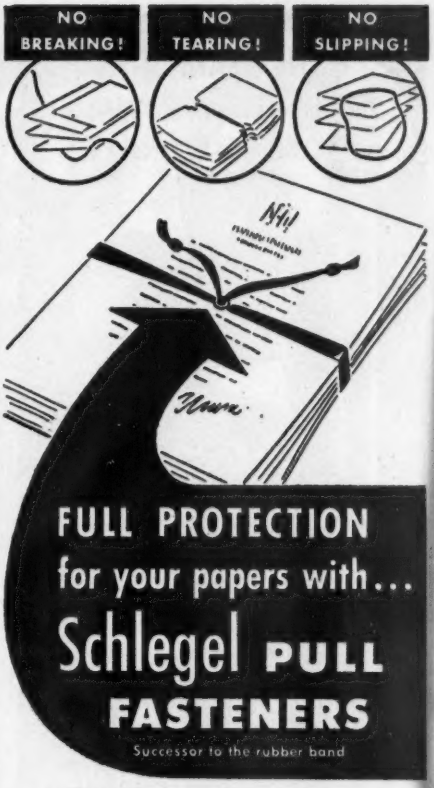
Wilmington, Delaware

putation is not the only field which is closely related to that of handling business data. The field of automatic control also has many similar problems. Most control devices used in industrial or military applications have been analogue equipment; whereas, business equipment has always been digital. However, there has recently been a considerable interest in the use of digit techniques in control systems.

Many control applications demand equipment performance considerably beyond that of accounting machines. In particular, the effect of an equipment shutdown may be so costly that continuous operability is an absolute necessity. You can see, for example, the predicament of the pilot and passengers in a fog-bound airplane being brought in for a landing by Ground Controlled Approach if that device had a tube failure while the plane were a hundred feet about the runway. So, the application of electronics to control problems may give additional impetus to the search for greater reliability and means for the automatic correction of machine errors.

The communication field is also concerned with many of the same problems which confront the office equipment industry. A communication system, especially a printing telegraph system, uses most of the devices which are important parts of accounting equipment. Keyboard, printers and external storage devices are all common to both lines of equipment. Also, the control and switching techniques are similar. These similarities are pointed up by the success of printing telegraph and telephone techniques in Bell Telephone's automatic relay computers and automatic message accounting system.

Communication is of itself an important part of any accounting system. It is reasonable, for example, to visualize the transmission of accounting data by wire in large concerns with many plants or branches. The so-called bank wire already in use to connect banks in many of the larger cities of the country is an



NO BREAKING! Strong, durable Schlegel PULL FASTENERS will not break, or rot. Hold papers *firmly* while you carry them, or for a lifetime in your files.

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WRITE! Descriptive folder with prices and sizes will be mailed promptly.

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example.

What are the basic characteristics of accounting and clerical work which determine whether it should be mechanized, and, if so, how? First, recognize that there are two rather different types of clerical activity. The first of these is concerned with producing and handling the working documents required in everyday business transactions—such documents as invoices, statements, ledger cards, journal records, checks, shipping tickets, stock certificates, and the like. A typical clerical operation of this type is accounts receivable in, let us say, a department store. A woman visits the local Bon Ton to buy a sofa. She charges it and the clerk writes up a sales slip. The major incoming documents involved are sales slips and payments, the major outgoing documents are the monthly statements. The working files include a customers' ledger and the journal record. Other elements of the operation include various control totals for checking purposes, and summarizing information for entry into the general books of the company.

Arithmetic plays a very minor role in the operation as a whole. About all that is involved is adding the price of the sofa to your account and subtracting the payment when your check is delivered. The most complex arithmetic you could add to this transaction would be simple multiplication to compute sales tax, if any, or interest, if you buy the sofa on time, and, of course, division to determine the amount of each regular payment. In fact, bringing the input data—the charge and your payment—into the system, maintaining the files, and printing your statement constitutes the major part of the clerical work. The data brought into the system are not subject to repeated use, and do not become involved in any complicated processing. For this reason, there is not much point in recording the transaction manually on some special medium for later automatic processing. Accounts receivable is per-

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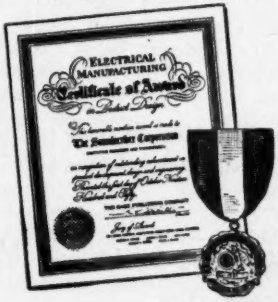

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O-5

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73½% More Envelopes . . .

are being made today than in 1939. Into these billions more envelopes are going the country's increased economic and production progress — more government orders, more product packages, more correspondence, more invoices, more checks — more business.

And Still Not Enough . . .

because of paper scarcities, government needs and increased customer demands.

An Envelope Shortage . . .

exists when you need even a single envelope and it isn't there — an over supply when you have one more than you need.

Can Be Avoided . . .

if envelope requirements can be anticipated in time for longer delivery schedules and if only envelopes actually needed are ordered.

Sheppard

Home of Mint-E-Seal
the flavor flap.

ENVELOPE COMPANY
1 Envelope Terrace, Worcester 4, Mass.

haps a less complex job than some others, but it does illustrate one important type of problem met in practice.

In some contrast with this is a second general class, the preparation of reports for management. Although this kind of clerical work makes use of data which we can get from the documents already mentioned, its primary purpose is to tabulate and summarize these data so that management can appraise the company's operations, usually over some fixed reporting period of at least a month's duration. For example, let's take the preparation of sales statistics—breakdowns of total sales by department, type of product sold, sales clerk, or any other classification of interest to management. Here a given item of input data may be used a large number of times, since it appears in many different totals. Although the input problem may still be the primary one, internal processing and especially sorting and accumulation are also important. If the store needs a large number of independent breakdowns and a large number of totals, it may decide that recording the data on some special medium for later automatic use is desirable.

I think we can agree that wide differences exist among various clerical jobs, and that we must beware of generalizing too much in planning how to mechanize them.

Most clerical jobs usually have to meet a fixed schedule. In accounts receivable, a store must follow a daily routine in preparing the journal records and posting to the customer's ledger. There is also a monthly routine concerned with the preparation of statements. If each day's crop of invoices and payments is properly recorded, and if statements are issued before a certain deadline, there is not much value in trying to further the clerical productivity of the equipment. Of course, there may be the possibility of using excess machine capacity on other jobs, but such time-sharing is not all gravy because it usually leads to greater complication in scheduling work. The important fac-

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KLOPP COIN COUNTERS PAY FOR THEMSELVES IN THE TIME THEY SAVE!

• ECONOMICAL
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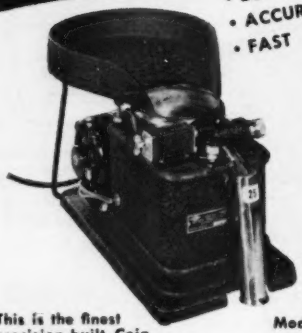

This is the finest precision-built Coin Counter on the market—counts 1500 to 2000 coins per minute.

Model "DE" (Electric) $300.00

Other models: Manual Model "D"
Both models available with carrying cases.

Klopp Coin Counters are precision-built—for long life—accurate and dependable operation. Anyone can count and package coins easily, quickly and accurately—regardless of denomination of coin. Good for years of trouble-free service.

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COIN SORTERS
SAVE TIME AND MONEY TOO!

Compact—light weight—with simplicity of operation—the Klopp Coin Sorter will save any firm many dollars a year. It's as efficient as it is attractive and it fits into the finest office. Available in both manual and electric models.

All Klopp machines operate on 110-120 volt AC-DC circuits.

WRITE FOR FOLDERS

KLOPP ENGINEERING
5736 TWELFTH ST. DETROIT 8, MICH.

tor to consider when we are thinking of mechanizing an operation is not the individual speeds of the several types of machines required; it is the *cost* of the proposal, which consists of the total amount of equipment and the total number of personnel required to do the job at hand.

When we are forced to work according to a preassigned schedule, against certain deadlines, our equipment cannot be shut down more than some fixed amount of time in each basic accounting cycle. We must be able practically to guarantee a certain minimum correct running time in each basic period. If it takes six hours every Friday to run our payroll, we naturally want to be in a position where we can virtually guarantee that each Friday the machine will operate successfully for six hours.

Many pictures have been painted of the automatic office, devoid of all personnel except just an operator, and perhaps a maintenance man. In this brave new world of the push button, the small but time-consuming "unexpected" annoyances of business have somehow vanished, and all work is handled on a standardized mass production basis. The customer who, with four invoices outstanding, elects for reasons of his own to pay only for the first and fourth (though he doesn't mention this fact in his letter) and takes a wrong freight allowance in the process, has apparently vanished from the face of the earth. The savings bond holder who wants to know what bonds he used to own, but can't remember purchase dates, can't remember whether they were in his or his wife's name, or what his address was—this person is no longer with us. And retail charge customers are willing to line up at the counter in order of charge plate number so as to reduce the random access problem. With all these annoyances gone or minimized, the clerk is extinct.

The history of the industrial revolution does not suggest such an abrupt end to a whole class of jobs. And the clerical revolution will be what the in-

YOUR TYPISTS CAN PRODUCE FOUR TO FIVE TIMES THEIR NORMAL OUTPUT *with* Robotyper

Now you can minimize the cost and effort of routine correspondence that burdens your staff—yet have every letter or memorandum individualized in greeting, and by personal inserts of names, dates, and amounts, etc.

Robotyper operates automatically at three times usual hand speed. Robotyper knows no fatigue; requires no special typing skill; always works at top speed.

Visualize Your Staff with Robotyper Equipment . . .

One girl with one Robotyper types up to 200 letters daily with most of her time for other duties.

The electric typewriter is always available for manual operation.

With four Robotypers she can produce from 600 to 800 personal letters per day.

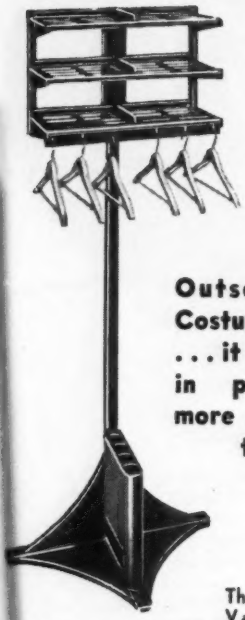
Send coupon today for complete information about ROBOTYPER equipment. NO OBLIGATION OF COURSE.

ROBOTYPER CORPORATION
125 Allen Street East,
Hendersonville, North Carolina
Please forward information on how Robotyper can help my firm.

NAME .....
TITLE .....
COMPANY .....
ADDRESS .....
CITY .....**ZONE** .....**STATE** .....

Canadian Office: Robotyper Corporation of Canada, Suite C-23 Train Concourse, Union Station, Toronto, Ont.

VALET RACKS



Outsells Ordinary Costumers because . . . it "Keeps wraps in press"; holds more and will not tip over.

The S-6 Office Valet is your best recommendation for the small office, for it provides 6 spaced coat hangers, 6 ventilated hat shelves and a built-in umbrella stand.

Sturdy welded steel construction—cannot loosen and wobble. Engineered, it will not tip over. Smartly designed and beautifully finished, it has become standard equipment with leading office planners and architects.

Backed by National advertising and abundant dealer sales helps—it is a profitable unit to catalog, stock and display.

WRITE FOR BULLETIN OV-10

VOGEL - PETERSON CO.
624 So. Michigan Ave.; Chicago 5, Ill.

dustrial revolution really was, an *evolution.* Today, even with factory mechanization, there are more industrial workers than ever before. Mechanization may change the nature of the work which they do. It may demand that they acquire—over a period of time—new skills; but it does not cause their class of jobs to vanish overnight. The carriage-making industry employed 62,500 in 1900. Today, 50 years later, the automobile industry, which replaced it, employs twelve times that many. With increased mechanization in the office, manual clerical jobs will be in part replaced by operating jobs, maintenance jobs, programming jobs, and many others. There is a large fraction of clerical jobs which cannot in the foreseeable future be mechanized—jobs with insufficient volume to make mechanization profitable, jobs requiring human beings to read and interpret the great number of documents which cannot be sensed automatically.

This presently irreducible remainder of clerical workers whose jobs cannot reasonably be mechanized, coupled with the new equipment people who will be required, will tend to minimize the number of spectacular personnel displacements which can be made by new accounting equipment. In most cases, if we can reduce personnel 10% to 30% by the installation of a new system, our customers will probably be well pleased. Indeed, over a period of time, there may even be more job opportunities as the new accounting devices broaden the scope of management control.

In venturing disagreement with what might be called the hot-rod school of mathematical manipulators, I do not of course wish to suggest that mechanization in accounting generally is either so difficult or so illusory as to be unprofitable. The experience of business to date in making use of what we now regard as conventional business machines shows just the opposite. The strides which can be made and will be made are very real and are very worthwhile. Much remains to be done in eliminating duplica-

BEAUTIFUL NEW FOUNTAIN PEN WRITES INSTANTLY...COSTS LITTLE!

IRIDIUM*-TIPPED

Permapoint

Every Permapoint writes the instant it touches the paper! Iridium*-tipped for years of wear! Five writing styles to choose from! Easy and inexpensive to repair! Imagine finding all these advantages in a $2 fountain pen!

- **Double-seal design keeps the ink from drying out! Writes instantly!**
- **Hidden filling lever can't catch on clothes and release the ink!**
- **Long-wearing Iridium*-tipped nib, usually found only on higher priced pens.**
- **Anyone can make perfect repairs in seconds. Simply screw in a complete new writing unit!**
- **Your choice of 5 writing styles, from extra-fine to extra-broad!**
- **Four radiant colors: Dubonnet Red, Spruce Green, Dawn Gray, Ebony Black.**

EXCLUSIVE '5-in-1' RENEWAL UNIT

costs only 75¢. Your choice of 5 nibs...one for every writing taste!

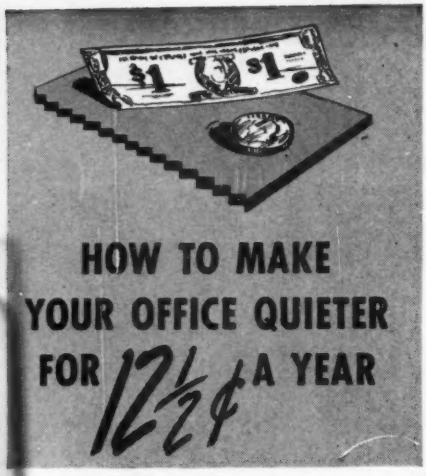
x-fine
steno
fine
medium
broad

Matching Permapoint Pencils and Gift Sets also available.

Ask Your Dealer for a Permapoint Pen Today

EBERHARD FABER

*TRADE MARK—AT LEAST 40% PLATINUM AND OSMIUM CONTENT. TRADE MARKS REG. U. S. PAT. OFF.



Just think of it! A quieter office for only 12½¢ a year.

A Kil-Klatter typewriter pad costs only a dollar and twenty-five cents at your stationer or office supply dealer. It will last at least ten years—and all during that time, it will cushion the jar and deaden the noise of typing. Yes, for 12½¢ a year, Kil-Klatter is a good buy!

- Made from genuine long-life OZITE felt.
- Dent-proof and skid-proof.
- Fit many other office machines, too.

$1.25

AT YOUR STATIONER OR OFFICE SUPPLY DEALER

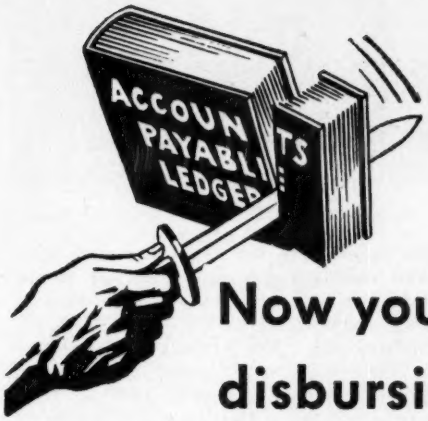
AMERICAN HAIR & FELT CO.
Dept. T15, Merchandise Mart, Chicago 54, Ill.

KIL-KLATTER
THE SCIENTIFIC TYPEWRITER PAD

tions of effort—particularly where data must be handled many times as it has to be in many accounting processes today. Much remains to be done in improving the coverage and significance of reports prepared for management, and in getting them out more promptly. And, most important of all, much remains to be done in reducing the cost of clerical work. These changes will not be accomplished by fanciful flights of the imagination or by wishful thinking—they will be accomplished only through a balanced and carefully planned program of research and development.

Whether or not modern automatic techniques, or any other, are applicable to business accounting, is largely a matter of economics. We get back to our original query, luxury or necessity? The question is not: "Can electronic equipment do business accounting work at any price?" We can hardly doubt its capacity on that basis. The real question is: "Can business *afford* to use these new techniques in their present state of development?" If electronics are to find more widespread use in business, components and units must be developed which are simpler, less expensive, more reliable, and easier to maintain.

These days, when a semi-military economy is superimposed on a civilian economy already operating at the highest level in history, the survival of our country depends on our ability to make the most effective use of our resources. Our richest resource is the capacity of people for imagination, judgment, and original thinking. If we can mechanize the routine work which must be done and which does not require these human attributes, we shall free people for the more important work that only humans can do. In this way, we shall make an important contribution toward conserving our resources and insuring our country's survival.—*From a paper presented at the Wayne Conference on Automatic Computing Machinery and Applications.*



Now you can SLASH disbursing operations

THAT'S RIGHT, the many operations in accounts payable are now cut to only *one* with the Todd Blue Streak Voucher system. A *single check* operation takes care of *all* the time-consuming steps in making your accounts payable disbursement!

This means that you can *totally eliminate* ledger postings, historical accounting, check stub entries, envelope addressing ...because Todd Blue Streak Vouchers handle the entire job in a simple *one-step* procedure.

Find out how it's done... how Todd Blue Streak Vouchers can save *your* company time and money. For full details, without obligation, fill out and mail the coupon *today!*

Todd
COMPANY, INC.

ROCHESTER SALES OFFICES IN NEW YORK PRINCIPAL CITIES

DISTRIBUTORS THROUGHOUT THE WORLD

THE TODD COMPANY, Inc., Dept. O, Rochester 3, N.Y.

Please give us full information about Todd Blue Streak Vouchers that slash accounts payable operations down to one.

Firm_____

Address_____

City_____ Zone____ State_____

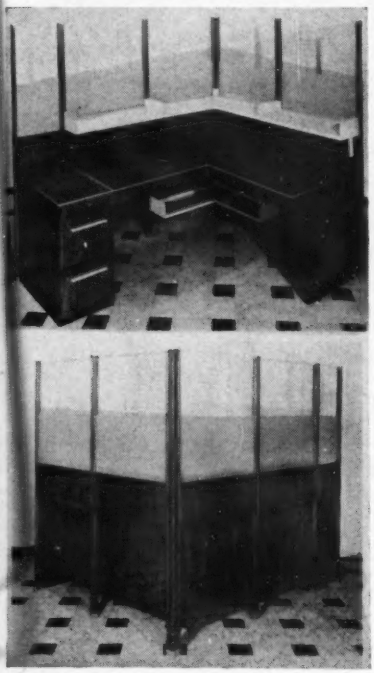
By_____

O-5-51

New Products

UNIT OFFICE FURNITURE

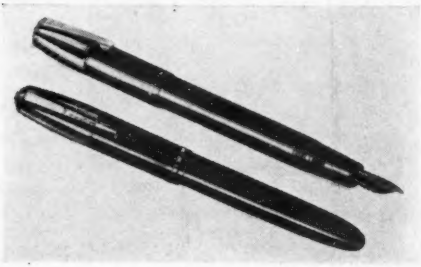
Arnot & Co., 922 Park Ave., Baltimore 1, Md., announces the Arnot Functional Office-ette, following duPont's original designs, which provides semi-private offices for open space areas without the



high cost of fixed partitions. Panels, desk tops, filing cabinets, pedestals, and a large assortment of efficient, practical utility items for personnel usage are interlocked by concealed means to quickly form an office or work station of multiple dimensions. Units are provided for supervisors, for secretaries with open well desks or folding typewriter pedestals, for cost accountants with various shelf arrangements to house ledgers, binders, etc. The Arnot Functional line is comprised of stock units, cataloged and priced. Wood and steel product lines are available. The standard finish in steel is gray with gray linoleum tops. Any plain finish or genuine walnut is available in wood. The units are completely portable, flexible and stowable. Experience gained from large installations reveals that units can be set up in an average time of 30 minutes and disassembled in half that time. Illustrated literature, obtainable free from above address, gives specifications of the units and shows various office layouts which can save approximately 30% in floor-space.

FOUNTAIN PEN

Eberhard Faber Pencil Co., 37 Greenpoint Ave., Brooklyn 22, N. Y., has designed their Permapoint Fountain Pen to take all the newly developed special

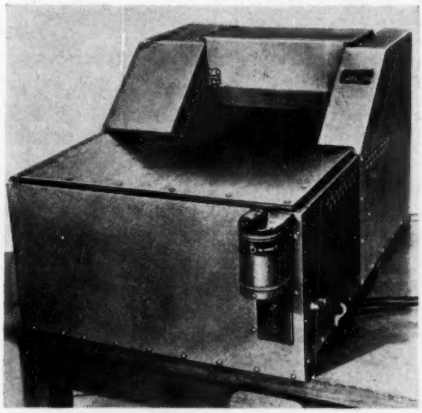


fountain pen inks. This pen looks and writes more like an expensive pen than its $2 cost would indicate. Precision

constructed and designed so the ink will not dry out, the Permapoint has many features usually found only in higher priced pens. Its Renewal Unit, consisting of all five working parts already assembled, can be screwed into any Permapoint Pen should repair or change of nib width be required. Renewal Unit retails at 75c. Pen comes in four radiant colors. Matching Permapoint Pencils are also made.

PAPER SHREDDER

Shredmaster Corp., Dept. O, 205 Willoughby Ave., Brooklyn 5, N. Y., makes the Senior Table Model Shredmaster which cuts all papers, like confidential records, into unreadable shreds which are dustless and saleable as waste



paper and packing material. Machine is simple to operate and all moving parts are enclosed for safety. Its action is noiseless and shockless. The rotary cutting knives require sharpening only after 1-2 years normal use. The Shredmaster will also shred foil, Cellophane, plastics, textiles, rubber and other commodities. Its cutting width is 14″ and shreds may be from 1/16″, ⅛″, 3/16″, ¼″ or more. Overall length is 32¼″, width 25″, height 19½″; weight approximately 300 lbs. Machine will not operate when safety guard is raised. Equipped with 1½ hp, 60 cycle, 110 v. AC motor and housed in angle aluminum frame, gray wrinkle finish. Illustrated literature on this and larger shredders can be had from above address.

PRINTING CALCULATOR

Underwood Corp., 1 Park Ave., New York 16, N. Y., makes the 10-key Underwood Sundstrand Printing Calculator for automatic printed multiplication, division, addition and subtraction. Among the advantages of this printing calculator, according to comprehensive consumer tests conducted by the manufacturer, are simplicity of operation, printed proof of computations and low cost of a general purpose computing machine. Features include automatic credit bal-

ance, two-color printing, automatic multiplier count, automatic division, decimal indication and printing, constant factor control, standard printing and spacing, single key depression, automatic totals, and zero space key for rapid indexing. The decimal point printing and location gives detailed and comprehensive figures so often necessary to completely analyze a mathematical transaction. The machine is designed for computing payrolls, inventory, interest, order extension, mark-up or mark-down, percentages, dis-

counting, and all statistical calculations by manufacturers, wholesalers, retailers, banks, brokers, building and loan companies, department stores, insurance companies, transportation companies and government and municipal offices. It is advantageous for branch office use where the volume of local computations does not necessitate separate adding and calculating machines.

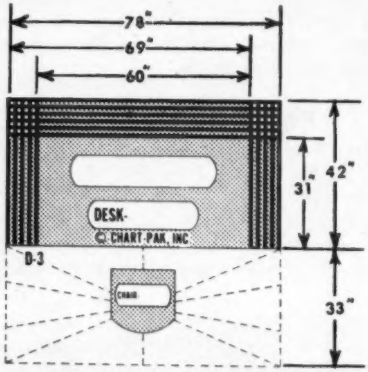
TYPE CLEANER

Bud Type Cleaner, Baltimore 18, Md., offer a non-liquid type cleaner made of soft pink rubber putty held in a soft green rubber cup. The putty pulls the dirt out of machine type instead of washing dirt into machine. Putty is odor-

less and will not remove nail polish, soil the hands, spot or splatter the clothes. If Bud is pressed against the paper on a word to be erased, it absorbs surplus ribbon ink to allow smearless erasing with any eraser. Full directions are on the box which sells for 50c.

OFFICE LAYOUT TEMPLATES

Chart-Pak, Inc., 104 Lincoln Ave., Stamford, Conn., makes office furniture templates cut to size, accurately scaled one-quarter inch to the foot, printed on heavy self-adhering stock protected by easily removable wax backing. In addition to legal and letter files and utility templates, standard desk and table sizes are available, each of which may be reduced to any desired size by snipping along guide lines. Space is provided to indicate the person or department to which the furniture is to be assigned.



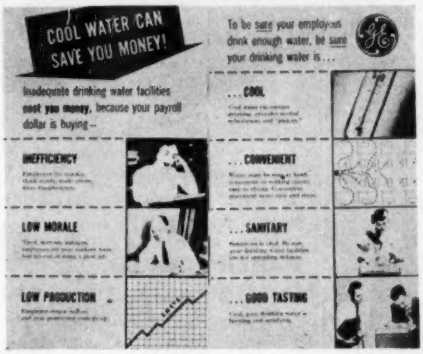
The assortment is packaged in a kit priced at $12.50 and contains rolls of self-adhering tapes for walls and partitions, with a tape knife. Templates and tapes may be mounted on any plan scaled at one-quarter inch to the foot. Available separately is a laminated plastic board, with grid lines at quarter-inch intervals.

TOOL CHECK FORM

Uarco, Inc., Room 1624, 141 W. Jackson Blvd., Chicago 4, Ill., has designed a form for use in factories to guard against tool loss. The Uarco tool check register system overcomes the shortcomings of the old brass check and other systems by functioning at the source, the tool crib. One copy of the form is retained at the crib and serves as a receipt when the tool is returned; another copy goes to the worker to show the tool is charged against him and a third copy for accounting purpose to record use, life, and cost of the tool as well as inventory. Samples of these tool check register forms will be sent by Uarco to inquirers.

DRINKING WATER

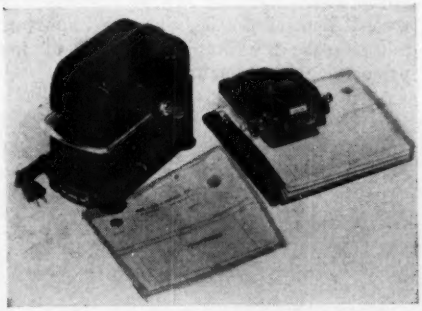
Air Conditioning Dept., Section OF-8, General Electric Co., Bloomfield, N. J., are issuing without cost a 24-page booklet in color, "Water at Work." It out-



lines the effects of inadequate drinking water facilities on office and industrial employees and how at low cost an adequate supply of drinking water promotes efficiency, morale and production.

MARKING MACHINES

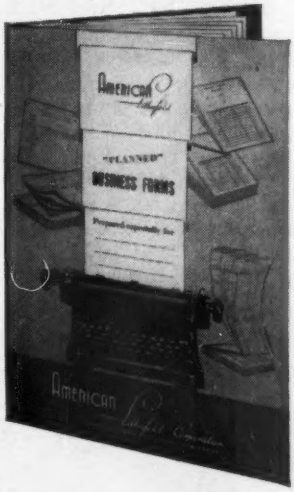
Time, Date & Number, Inc., 368 Broadway, New York 13, N. Y., provides a single source of supply for machines which time, date and/or number papers. In addition to products of its own manu-



facture, this company offers the products of ten or more manufacturers of related equipment. TDN maintains a consulting service for recommending the proper machine for the job to be done. There are hundreds of models available, each with specific advantages for recording time, date, or numbers. These include time stamps, numbering machines, ticket daters, receipting equipment, check endorsers, checkwriters, job or cost recorders, etc., in hand and electric models. TDN alters and adapts equipment, adding to standard machines, so that they perform certain specified jobs. The machines illustrated are combination daters and numberers designed to penetrate snap-out carbonized forms. Suitable paper tables and guides for properly locating impression were furnished to order. Sample form and a description of the problem will receive prompt reply from above address. A 24-page catalog is also available.

FORMS KIT

American Lithofold Corp., 500 Bittner St., St. Louis 15, Mo., offer a free sample kit of Planned Business Forms containing samples of multiple business forms

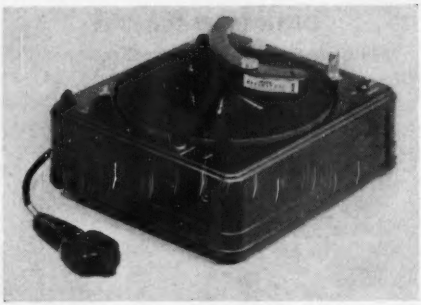


manufactured by the company under their trade names Lithostrip, Lithoset and Lithofold. Lithostrip forms are designed for use in typewriters and fully automatic machines like Teletype, Carda-

type, tabulator, Auto-typist and Robotyper. Accurate line hole punching provides roller action coordination and positive alignment control. Lithoset forms offer maximum efficiency in operations that do not require the use of continuous forms. Individual sets of forms are interleaved with one-time carbons fixed between sheets, which are deleaved with a single motion by special binding. Lithofold forms are for large-volume form-writing, for fanfold machines in airlines, railroads, trucking and other industries where quantity, single-purpose forms such as manufacturing orders and bills of lading are required. Lithofold forms are supplied with or without interleaved carbons. In addition to the sample kits, American Lithofold Corp. also offers a free 4-Step Analysis, a thorough study is made of any company's various forms and applications, after which a comprehensive report is submitted with recommendations on how to streamline operations, eliminate non-productive form-writing, and reduce administrative overhead.

DICTATING MACHINE

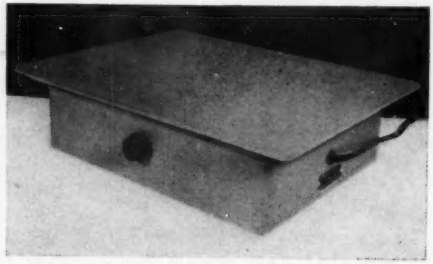
Magnetic Recording Industries Ltd., 30 Broad St., New York 4, N. Y., offers the Voice-Master dictating-transcribing unit which records on a 9" paper disc that can be folded, filed or mailed out but will reproduce clearly no matter how badly it is wrinkled or mistreated. Corrections on the disc are made by talking over the part to be changed. Discs can be reused. The unit is 11" x 12" x 5", weighs 11 lbs., has push button control



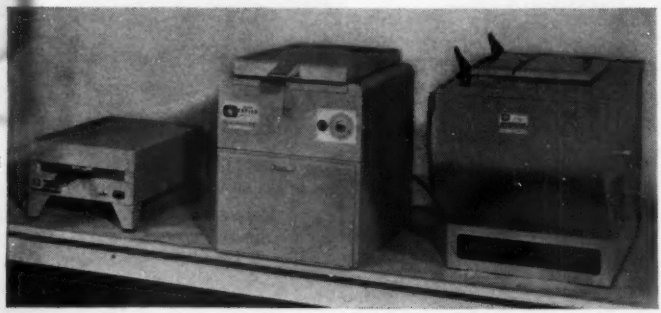
on dictator's microphone and Split-A-Word foot control for transcriber. Illustrated literature from above address.

PAPER JOGGER

Magic Circle Mfg. Corp., 6136 E. Admiral Place, Tulsa 8, Okla., makes the Model A-10 Jogger with a 15" x 20" jog-



ging deck. This portable unit has convenient foot switch and rheostat power control. Priced at $69.50, it is an important addition to the Magic Jog line of low priced jogging machines.

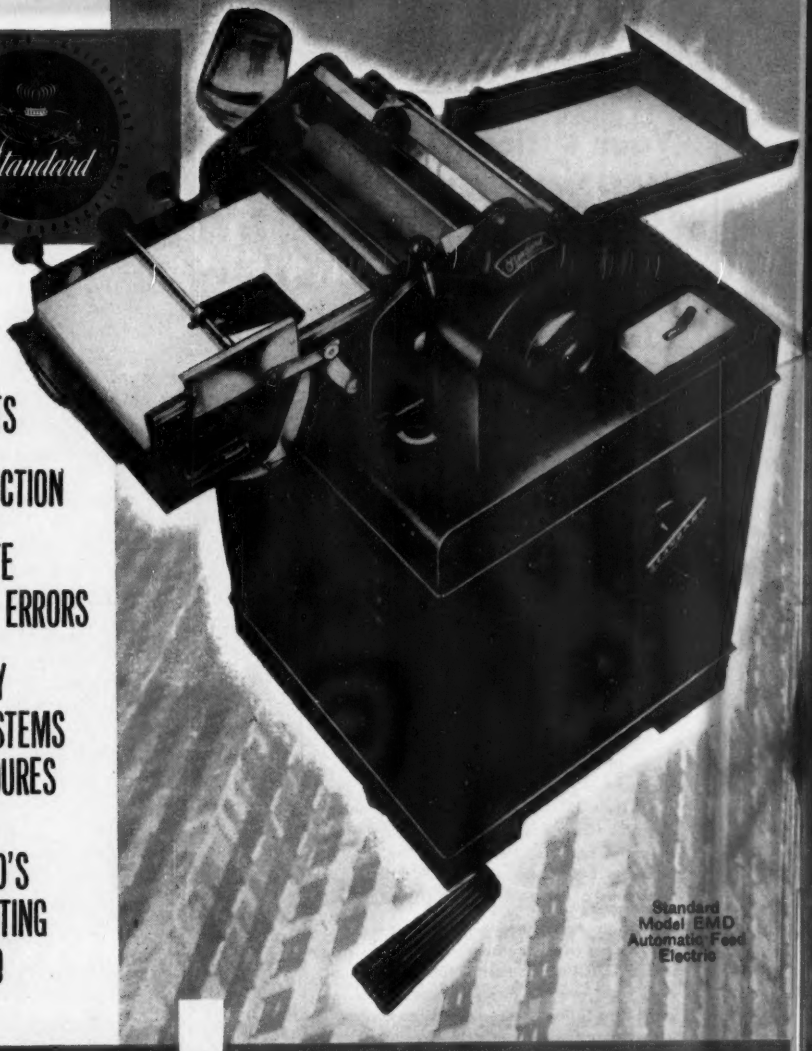


OFFSET PLATE MAKER

Haloid Co., 51-140 Haloid St., Rochester 3, N. Y., makes the Xerox camera for copying forms, drawings, letters, charts, etc., onto a paper master plate for offset duplicating.

Standard

CUT COSTS
•
SPEED PRODUCTION
•
ELIMINATE
RETYPING AND ERRORS
•
SIMPLIFY
BUSINESS SYSTEMS
AND PROCEDURES
WITH
STANDARD'S
SINGLE WRITING
METHOD
•



Standard
Model EMD
Automatic Feed
Electric

You are cordially invited to send for a very special 12-page free brochure illustrating and describing Standard Duplicators and their application in business and industry.

CLIP THIS COUPON

Standard Duplicating Machines Corp., Everett 49, Mas

Gentlemen: Please send special 12-page brochure Standard Duplicators, absolutely without obligation.

Company .....

Individual ..... Title .....

Street .....

City ..... State .....

Your Office NEEDS this "Miracle" Marking Pen for –

- Addressing packages, cartons, crates, etc.
- Indexing file folders, filing cabinets
- Marking transfer files, packages for storage, lockers
- Making charts, maps, signs
- Making advertising layouts, sketches, etc.

. . . and there are scores of other uses in the modern office for the Flo-master FOUNTNBRUSH. This felt-tipped instrument operates like a fountain pen, utilizing a special type of instant-drying ink. It produces lines from a hair's thickness to strokes a quarter-inch wide.

Writes on ANY surface–metal, glass, cellophane, plastic, paper, cardboard, wood. And it's economical, too–can be used eight hours a day for three weeks without re-filling. No more messing around with crayons, no more squinting to read typewritten labels.

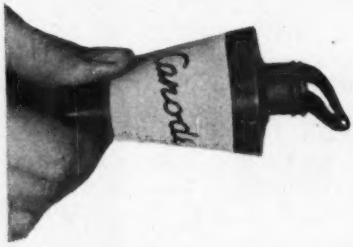
You'll never know how much you have missed the Flo-master until you have used one. Order from your supplier or write to Cushman & Denison Mfg. Co., 153 West 23rd Street, New York 11, N. Y.

Flo-master
FOUNTNBRUSH

All operations from placing original copy in the camera to starting the photo-offset duplicator take less than two minutes. No water, chemicals, film or sensitized materials are used in this dry, electrical process. The same xerographic plate may be used hundreds of times before it requires re-processing. The Xerox camera has fixed focus wide angle lens and will make masters from material with images on both sides of the page. Paper masters processed on the Xerox copier will print thousands of copies. The complete equipment consists of three units which fit on a 3′ x 5′ table and are finished in office gray. Each unit plugs into an AC outlet. Any clerk can operate the equipment which is available for early delivery. Literature from above address.

DUPLICATING INK

Ink Specialties Co., 523 N. Halsted St., Chicago 22, Ill., makes Canode Dri-Rite stencil duplicating ink, a fast drying ink which gives very black copy. This ink is guaranteed not to leak from the duplicator drum and will not destroy stencils,



clog the pad nor harden in the cylinder. It is guaranteed to dry on all mimeo bonds and some rag bond stocks without slipsheeting. This ink comes in a translucent plastic squeeze-it bottle which is unbreakable and which can be squeezed to remove every drop of ink. Its shipping weight is less than a can or glass bottle and it will not dent. The plastic containers make an attractive dealer display of black and colored inks. In addition to Dri-Rite Black—Rapid

PEIRCE ....The Newest Word in Dictation *Means* MORE DICTATION EFFICIENCY, ECONOMY AND EASE THAN YOU HAVE EVER KNOWN BEFORE!

The New
PEIRCE
"Error-Free"
DICTATION SYSTEM
with TRUE-TO-VOICE FIDELITY

The new Peirce Dictation System gives you the advantages of the newest developments in modern electronics. That's why when time-hungry, cost-conscious businessmen compare all dictation methods, they choose Peirce. Only Peirce gives you these features:

ERROR-FREE DICTATION—"Magnetic Erasing" outdates time-wasting, costly correction methods of older-type dictation equipment. You merely talk to correct any errors or "changes of mind."

TRUE-TO-VOICE FIDELITY—Person-to-person dictation couldn't be any clearer. There's no listening strain! The simple, snap-on Wire-o-matic Cartridge available in 15-, 30- or 60-minute capacities, can be re-used 100,000 times without loss of fidelity.

PUSH-BUTTON SIMPLICITY—You just press a button and dictate. With automatic back spacing and "feather-touch" foot control, your typist can transcribe with her eyes shut. And there are no bothersome belts or discs to handle, no correction marks to look for.

REDUCED DICTATION COSTS—Easier dictation, faster transcribing and the absence of supply costs cut operating expense and at the same time increase efficiency. With the Peirce, your initial cost is your final cost.

Learn how the new Peirce can give you easier, faster dictation for less money than you are now spending.

Mail this Coupon TODAY!

Peirce Wire Recorder Corp.
1328 Sherman, Evanston, Ill.
Gentlemen:
Please send me further information regarding the Peirce Dictation System.

Name.....

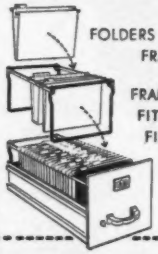
Company.....

Address.....*City*.....*State*.....

When folders call a
sit-down strike,
And you get

SNAIL-PACE FILING,
Just put in Oxford PENDAFLEX,
And keep your file clerks smiling!

Oxford
PENDAFLEX®
HANGING FOLDERS



CUTS FILING COSTS 20% OR MORE!

OXFORD FILING SUPPLY CO., INC.
Clinton Road, Garden City, N. Y.

Send us your Pendaflex Catalog, and name of nearby Pendaflex dealer.

Name_____

Company_____

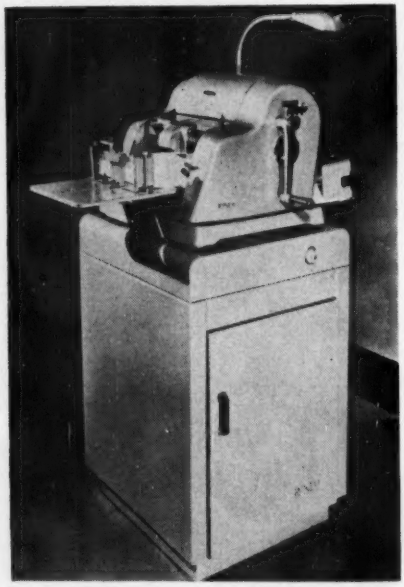
Address_____

City_____ State_____

Dry Red, Blue and Green are available in squeeze-it bottles.

STENCIL DUPLICATOR

Addo Machine Co., 145 West 57th St., New York 19, N. Y., offers the Roneo 500 Stencil Duplicator, a fully automatic machine with completely enclosed cylinder and special inking control which maintains uniform inking for any style copy and allows more copies to be made from a pound of ink. An extra cylinder (included) can be changed in 20 seconds for color work. Machine has



single lever stencil release and folding feed table which takes a full ream of paper and automatically rises as paper is used. Dial-operated registration adjustment shifts printing area up to 2″. A key-set counter will stop machine when pre-selected number of copies are run; another counter registers total copies. Automatically feeds paper and card stocks from 3″ x 5″ to 8½″ x 14″. Folding receiving tray. Speed can be adjusted to suit the job. Operator's hands remain clean at all times. Heavy

It's easy to pour profits down the drain if record-keeping costs are higher than they should be! Many concerns use 8, 9, 10 or more copies of business forms for various departments. With ordinary forms it takes TWO GIRLS and TWO MACHINES to accomplish what ONE GIRL can do easier, quicker, better—at less cost—with American LITHOSTRIP continuous forms!

THE OLD WAY... and the NEW!

The old, laborious way requires 9 steps to handle one set of record-keeping forms . . . collating, interleaving carbon, jogging sheets, inserting, aligning, turning roller, typing, removing forms and deleaving carbon. With American LITHOSTRIP continuous forms, as shown below, it's 1-2-3 . . . type, tear off, zip out the carbons!

If you use Invoices, Purchase and Shipping Orders, Voucher Checks, Cardatype, Teletype or Tabulating Forms, Sales and Manufacturing Orders ... SEND FOR A FREE COPY of our latest folder that tells how to cut forms handling costs 33% or more!

Write Today!

AMERICAN LITHOFOLD CORP
500 Bittner Street • St. Louis 15, Missouri

Gentlemen: Please send me a copy of your FREE folder that reveals how to get better results—in less time and at lower cost—through up-to-date business methods.

COMPANY NAME.....

ADDRESS.....

CITY.....ZONE.....STATE.....

SIGNATURE.....

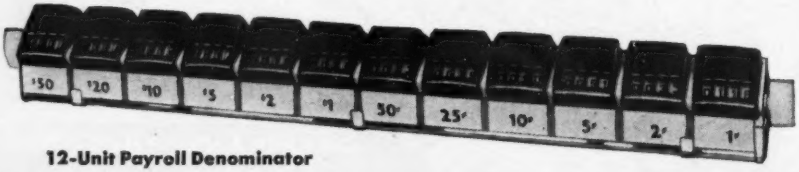
Could this be you?

Racing against time to assemble all the last-minute figure facts on such pertinent data as:

ORDER TABULATIONS
INVENTORY CONTROL
PRODUCT SALES ANALYSES
FOOD PORTION COUNTING
or **PAYROLL DENOMINATING**

Do you use the new DENOMINATOR—the amazing new device that handles these important operations for you and eliminates old-fashioned, tedious paper and pencil routine?

The DENOMINATOR is an assembled group of unit counters made up to meet your specific tabulating requirements. Why not try this ingenious, streamline designed and economically priced DENOMINATOR wherever you are now using the out-moded tally sheet. Available in machines from one to 180 units. *For further information write*: Dept. 3-0.



12-Unit Payroll Denominator

THE *Denominator Company*, INC.

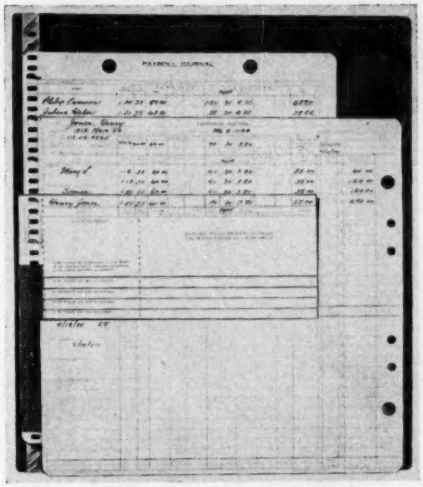
261 BROADWAY, NEW YORK 7, N. Y.

Manufacturers of Tabulating Machines for over 35 years

duty electric motor. Electric light swings over entire work area. Rigid, cast aluminum frame assures long, troublefree performance. Baked enamel steel housing protects mechanism and stencils from dust. Heavy gauge steel cabinet, for supplies and extra cylinder, has pull-out shelf. Long handle, for turning cylinder to adjust stencil, automatically disengages when hand is removed. Illustrated literature available.

PEG-BOARD SYSTEM

C. E. Sheppard Co., 4403 21st St., Long Island City 1, N. Y., makes the Multi-Rite lightweight, compact, portable, hand-operated accounting pegboard which eliminates costly individual posting operations and reduces accounting and bookkeeping costs; giving two-thirds more results for one-third the effort.



One writing gives three or more complete records. For accounts receivable, the journal and customer ledger sheet and statement are made out simultaneously. Proving the journal insures the correctness of all three records. Statements are ready for mailing immediately at the close of an accounting period. For payroll recording, the journal, individual earnings record and pay statement or

Bud

TYPEWRITER TYPE CLEANER

In 20 seconds, clean the type on your typewriter without messy liquids, without injury to manicure. Bud efficiently pulls dirt out of the type instead of washing it into the machine . . .

50 cents

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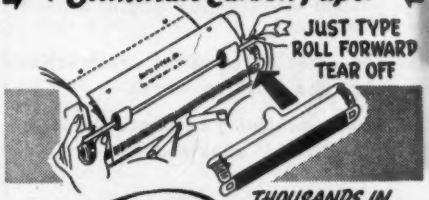
BUD TYPE CLEANER, Inc.
Baltimore 18, Maryland

SPEED UP CONTINUOUS FORM WORK!

Every Motion Productive
Make INKED-RIBBON Copies

✓ Eliminate Carbon Paper



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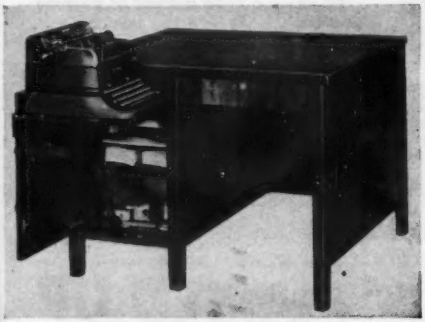
THOUSANDS IN USE FOR MANY YEARS....

DUPLI-TYPER CO.
458 FOURTH AVE. • NEW YORK 16, N.Y.

MORE TYPISTS IN LESS FLOORSPACE

With the Worden SECRA-TYPE DESK *in beautiful Walnut or Oak* wood, you can now offer an article that appeals to Management because it contributes to more efficient and speedy output by employees.



No. 142ST—42" x 32" Patent No. 2133807

Of great importance, this desk contains a stationery compartment (as well as a typewriter) placing letter heads, envelopes and other supplies where they are instantly accessible, without turning constantly from one side of the desk to the other. Available in sizes as large as 60" with stationery compartment and in 36" length without the compartment.

Flat top desks of excellent construction and finish, to match.

Literature showing complete line is available upon request.

The WORDEN Company

200 East 17th Street

HOLLAND, MICHIGAN

check are completed in one operation. Form handling is reduced to a minimum. The board and forms are designed so that there is always complete and proper alignment between forms to prevent writing on the wrong line. Multi-Rite is also adaptable for accounts payable, layaway, installment transactions and cost analysis recording. Skilled help is not required to operate Multi-Rite and any clerk can learn its operations quickly and easily. Multi-Rite Boards are made of lightweight, smooth finished Bakelite to insure a long-lasting, smooth writing surface and are available in two models—Multi-Rite Jr. for medium size and small applications and Multi-Rite Sr. for larger applications. Agencies are now being appointed.

STENCIL DUPLICATOR

Rex-Rotary Distributing Co., 128 West 23 St., New York 11, N. Y., offers the improved D-270 EAU Rex-Rotary twin cylinder stencil duplicator with fully automatic, controlled inking system, for electric operation. An ink cartridge is

inserted, dial is set according to the number of lines to be printed and, while machine is in operation, a piston is forced through the cartridge at the adjusted speed necessary to feed the re-

The Safety Vault Alone . . . is worth the entire cost of this cabinet.

The "AUDITOR'S" File No. 478

Contains: Two double index drawers for 3" x 5" or 4" x 6" cards (6400 capacity); card drawer can also be used for cancelled checks; two ball-bearing, full width, letter size drawers; a safety vault (no keys necessary, only you know the dial combination); three adjustable storage compartments under lock and key. Size 37½" high, 30½" wide, 17½" deep. Cole gray baked enamel finish.

$72.50

With plunger-type lock which automatically locks all drawers. No. 478PL $81.00

The above cabinet with four letter size drawers, instead of two. (The additional drawers replace the lower storage compartment.) No. 474 .....$77.90

PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO AND WEST OF THE ROCKIES

COLE STEEL EQUIPMENT COMPANY
285 Madison Avenue, New York 17, N. Y.

NO WASTE WORDS . . .
Make
Long
Story
SHORT!

Use . . .
SnapEasy

One-Time
Carbon-Interleaved
BUSINESS
FORMS

For SPEED . . .
ACCURACY . .
ECONOMY

in office and factory record-keeping activity.

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TAILOR-MADE . . . to meet
your special requirements.
Snap-Easy Sets • Continuous Forms
Fold-over Statement Forms.

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Exclusive, but Not Expensive!

Expert Staff . . . Complete Facilities . . .
Prompt Service . . . . Reasonable Prices!

Make your next office form a SnapEasy

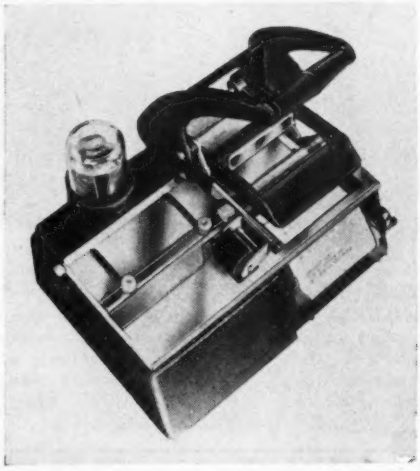
SOLD THROUGH DEALERS
For Prompt Quotations, Write Today!

Arthur J. Gavrin Press, Inc.
DEPT. O, GAVRIN PRESS BLDG.
New Rochelle • New York

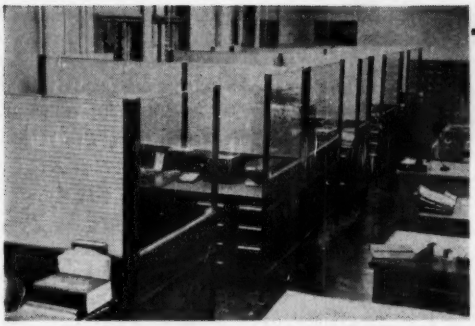
quired amount of ink. This provides continuous inking for copies of uniform intensity. A bell indicates when to insert a new ink cartridge. No ink is contacted by the hands. Another dial enables sectional control of inking. Either paste or liquid ink can be used. This duplicator's other features include precision registration, reliable paper feed for all paper and card stock from index card size to legal size, silk screen and oscillating ink distributing rollers, easy color changing by wiping surface of cylinders, automatically rising paper tray which holds a full ream of 20-lb. stock, adjustment of printing position and obliquity, center-balanced platen for uniform printing on folded sheets and built-in universal motor. Finished in steel-gray color with deep red handle and equipped with revolving light with built-in switch, duplicator is 14″ wide, 21″ deep, 19″ high.

ADDRESSING MACHINE

Master Addresser Co., 6500-0 West Lake St., Minneapolis 16, Minn., makes the Model 40 Master Addresser with re-



designed envelope tray for quicker and easier insertion of the Master Tape. The red plastic handle is attractive and easier



W. B. Saunders Company Publishers Philadelphia

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ARNOT AND COMPANY INC.
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***The* ARNOT Functional OFFICE-*ette* for The *Perfect* Packaged Office**

A *New* Business Tool for Space Economy and Privacy for Open Office Areas

- Desk *plus* work surfaces *plus* facilities *plus* divisional structure—*combined!*
- A scientifically designed group of related stock units—to meet every office need.
- Provides efficiency, space saving, privacy and prestige—quickly set up, moved or taken down.

ARNOT offers a complete engineering service. Send us your floor plan of present space or newly planned space for suggestions. Layouts and estimates furnished without obligation.

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THE PERFECT PACKAGED OFFICE

SELECTED DEALER FRANCHISES AVAILABLE

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A CORRECT PAPER FOR EVERY USE!

. . . rag bonds for letterheads with envelopes to match . . . onion skins and manifolds for multi-copy records . . . legal sizes, plain, legal or testimony ruled . . . printed "Copy", manuscript covers . . . ALL packaged in convenient hinge-top boxes that fit any desk drawer . . .

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AMERICAN WRITING PAPER CORPORATION
HOLYOKE MASSACHUSETTS

REPLIMAT

BRAND NEW REPLIMAT ALL PURPOSE OFFSET TYPEWRITER RIBBON

For typing on all offset master plates, as well as for ordinary letters. No need to change ribbon. Will not dry out—either in machine or on shelf! Guaranteed and proven by actual test to give 2 to 3 times more typing.

Send for trial ribbon postpaid TODAY — Standard $1.25; I.B.M. $1.50

REPLICA PRODUCTS CORPORATION

Manufacturers of Offset Duplicating Supplies

154 NASSAU STREET, NEW YORK 38, N. Y.

Planned Efficiency with* PLANOMATIC *Combats Rising Costs

Make every square foot count the quick accurate way with Planomatic.

Planomatic's three dimension magnetized scale models provide a picture in miniature of your office layout problem.

Every detail can be worked out without drawing a single line because plans are recorded by photographing or direct blue printing.

Make your next move the PLANOMATIC way.

M & M INDUSTRIES

P. O. BOX 91, SOUTH MILWAUKEE, WIS.

on the operator's hand. A new method of springing the handle reduces by half the amount of pressure required for an impression. In most cases, one finger on the handle will produce an imprint. Full information on this and other models from above address.

PORTABLE VISIBLE FILE

Remington Rand, Inc., 315 Fourth Ave., New York 10, N. Y., makes Mobile Kardex Files which move records at the convenience of the user to the point-of-posting, point-of-analysis, and point-of-decision. Mobile Kardex can be moved, grouped and arranged for

the greatest efficiency regardless of floor layout. All records in Mobile Kardex are visible for faster posting. All writing and transcription are done at comfortable, scientific, elbow-high working level. Mobile Kardex can be rolled right to the person needing information. Full-vision reference, quick pick-up of facts, and finger-tip management steering through signalled visible records are distinctive features of Mobile Kardex. With angle base, equipped with ball bearing,

Count the house

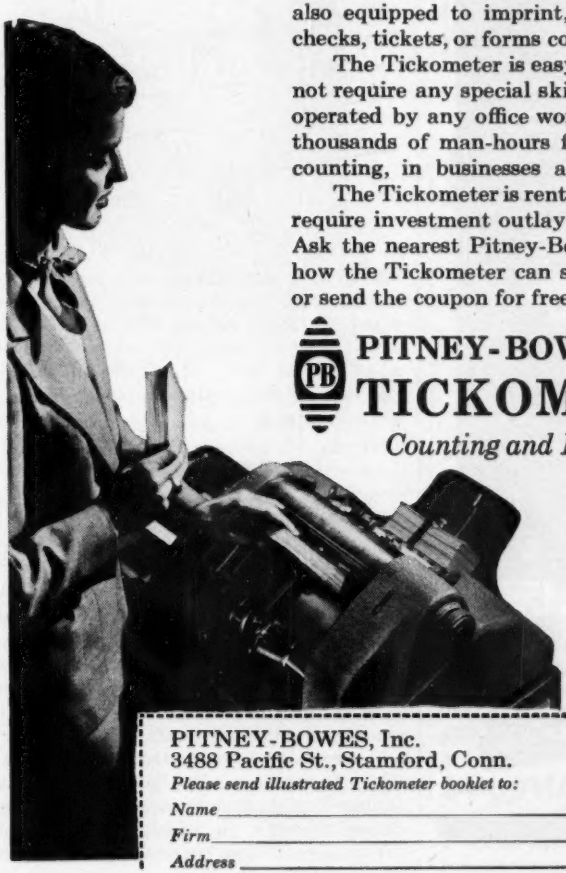
(or sales slips, coupons, checks, bills, forms)

without counting!

Let the Tickometer do it...automatically and accurately, at 500 to 1,000 items *per minute*—far faster than anybody can count by hand. And records both full or partial counts on visible meters...It is also equipped to imprint, endorse, or cancel the checks, tickets, or forms counted.

The Tickometer is easy to set, easy to use, does not require any special skill or proficiency, can be operated by any office worker...It is now saving thousands of man-hours formerly lost in manual counting, in businesses all over the country.

The Tickometer is rented, never sold...does not require investment outlay or a costly installation. Ask the nearest Pitney-Bowes office to show you how the Tickometer can save in your business... or send the coupon for free booklet.



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TICKOMETER

Counting and Imprinting Machine

Made by the originators of the postage meter...offices in 93 cities in U. S. and Canada.

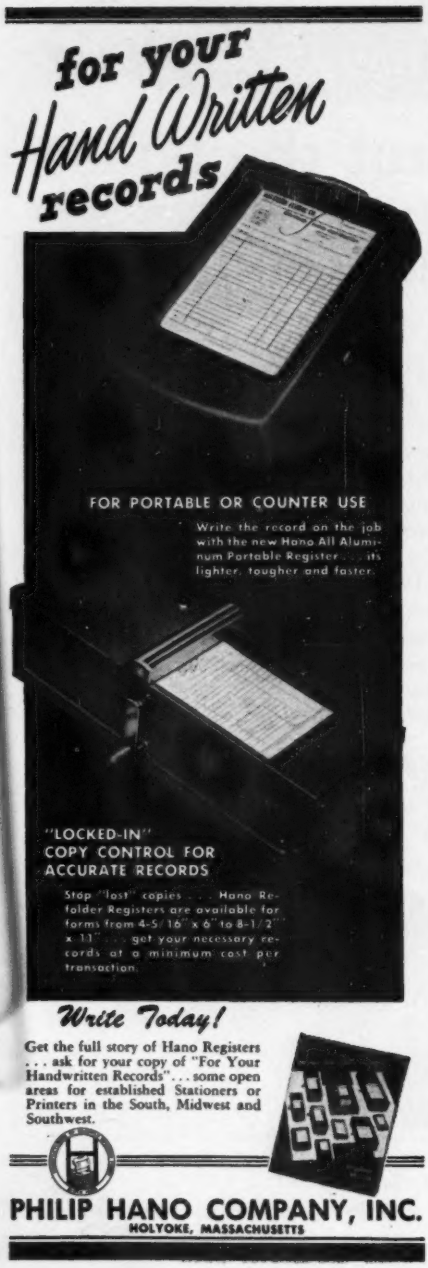
PITNEY-BOWES, Inc.
3488 Pacific St., Stamford, Conn.

Please send illustrated Tickometer booklet to:

Name _____

Firm _____

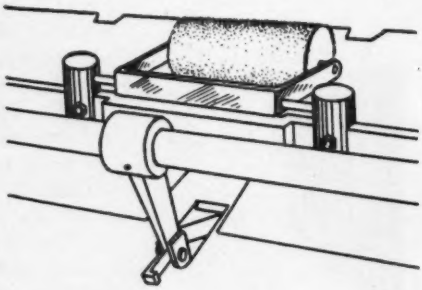
Address _____



hard rubber casters, Mobile Kardex is easily transferred to vaults for overnight storage. Where mobility is not required, Mobile Kardex can be provided with a stationary angle base. Bulletin KD 619, describing Remington Rand's Mobile Kardex will be sent on request.

OFFSET DUPLICATOR WIPER

Printing Devices, Inc., 1633 N. Halsted St., Chicago 14, Ill., makes the Walco Upper Feed Roll Wiper for Davidson Dual Duplicators. This saves time because there is no need to wait for

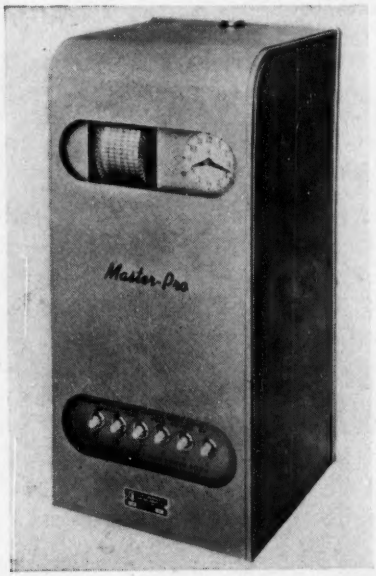


ink to dry and sheets may be printed immediately on the reverse side. The wiper is firmly attached with screws in a few minutes and need not be removed when not in use. It retails for $7.50; discount to distributors. Literature from above address.

PROGRAM TIMER

Cincinnati Time Recorder Co., Cincinnati 14, Ohio, makes the Master Protimer, available with two, four or six circuits, which operates on 105-125 volt 60-cycle AC. The Master Pro controls manufacturing processes, and equipment, where any timing schedule involving periods of one minute to one week is encountered. The unit is designed for quick, easy setup and change of schedules; is readily adaptable for test and laboratory use when precise electrical timing for life or endurance tests is required. The Master Pro provides positive synchronization through electrical self-regulation for time recorders, time stamps and time-

recording secondary clocks, operating on 24 volts DC developed by the unit. Bells, buzzers, horns and other signalling devices are operated through a relay network from either 105-125 volts or 24 volts AC current supplied by the Master Pro. The series 250 Master Pro is recom-



mended for control of clocks, time stamps, recorders and signalling devices; the 260 series is more readily adaptable for test and laboratory work. Protected by a rugged metal case, finished in gray wrinkle enamel, baked on for long life, the Master Pro is precision-built throughout.

CHANGEABLE RUBBER STAMPS

Wm. A. Force & Co., 64 White St., New York 13, N. Y., offer a practical method for making up rubber stamps in a matter of minutes. Changes of priority numbers, code numbers, colors, sizes or lot numbers can be made in seconds. Instead of waiting a day or two for a rubber stamp to be made up in a permanent die, this versatile interchangeable rubber type can be set up quickly as

For Any Size Mailing List . . .

Model 40
$44.50
(Fed. tax & supplies extra)
One of THREE Models

Master Addresser

No matter what size mailing list he has, there is a MASTER ADDRESSER for your customer. With the Model 40-H (Foot operated), the De luxe Model 40, the simple, economical Model 25, whatever his needs, you can fit his mailing list *and* his pocketbook. The low cost Master Addresser spirit process is for the largest lists (we have users with over a half-million names) as well as the small, and *You* can sell them. Add to this line the Lab-L-Master Printer — for addressing shipping labels and tags—and you have an unbeatable selling combination! Stock the *complete* line and be prepared to sell a machine designed to fit your customers' needs.

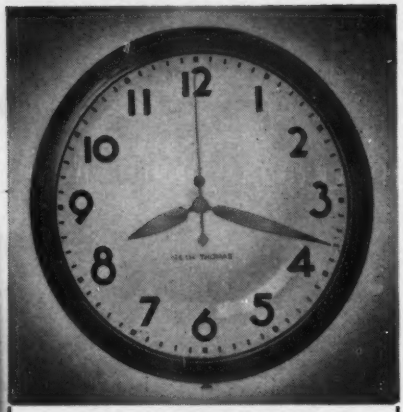
These Master Addresser features make it easier to sell:

Roller Moistening
Automatic Tape Advancement
Variable Margin Guides
Metered Fluid Control
No Stencils • No Plates
No Ribbons • No Ink

Nationally advertised EVERY month. This month see Saturday Evening Post, May 12th; Dun's Review; Elks Mag.; Kiwanis; Nation's Business; Office Management.

● It pays to be a Master Addresser dealer.
Write today for full details

Master Addresser Co.
6500-0 West Lake St., Minneapolis 16, Minn.



What Makes Us Tick?

LIKE CLOCKWORK . . . we are filling the needs of our customers; not only in normal times but in these days of limited supplies as well. That is DEPENDABILITY at its best . . . when it means the most.

YOU too . . . can be a part of our satisfied family by getting acquainted with our lines of PAPER for the MIMEO, SPIRIT and OFFSET DUPLICATORS.

Just drop us a line on your firm's letterhead and your inquiries will be promptly answered.

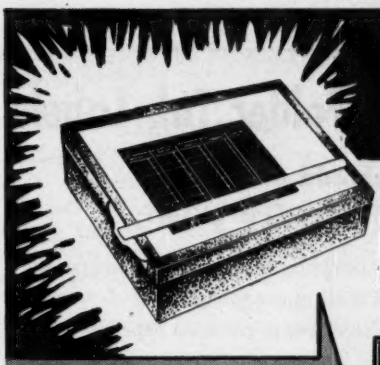
DUPLICATING PAPERS, INC.
133 West 19th St., New York 11, N. Y.

required on the patented base. Completed stamp produces clear, legible impressions. Type sizes range from 1/16" to 1" in both Roman and Gothic styles. Several sizes can be set up on the same base affixed to a holder which can be mounted on a hand-operated office printing press, on flat, roller or peg stamp or on conveyor line marking units.

TABULATING EQUIPMENT

Monarch Metal Products, Inc., 724 S. Columbus Ave., Mount Vernon, N. Y., make a complete line of metal tabulating equipment including tub files, sorting racks, storage cabinets, trays, trucks, key punch desk, control panel cabinets, etc. Their M703-4 Sorting Rack, illus-

trated, can be used as a portable truck or by itself on table or desk. All compartments are lettered and numbered. The rack itself is 44¾" long, 20" high and 6½" deep. Each of the 13 compartments has 19½" of clear filing space for a capacity of 37,000 tabulating cards. Truck is 31⅞" high, 14½" deep; has four 3" rubber swivel ball bearing casters. Equipment is finished in standard gray, may be had in black. A fully illustrated catalog showing all Monarch's tabulating equipment with full specifica-



NEW BG ARTSCOPE

Handy — portable — lightweight Artscope. Ideal for artists, draftsmen, photographers. The BG ARTSCOPE is used by professionals and hobbyists. Check the specifications listed and see how perfectly the BG ARTSCOPE will fulfill your needs.

Attention!
The BG ARTSCOPE is complete with dust-proof cover and matching "T"-Square

SPECIFICATIONS ON BG ARTSCOPE

Size 16" x 20" over-all. *Illum. Area* 14" x 16¼" *Construction* All steel with gray baked crinkle finish. Rubber Bumpers. Adjustable legs at back. Cool working surface on white ceramic glazed glass. Bright diffused light from two 15 Watt 18" fluorescent lamps. Starter switch and cord included. Inside of box is white baked enamel finish.

Uses Layout — Overlays — Make-Ready Tracing — Ready X-Ray Negatives — Negatives — Negative Stripping — Opaquing — Copy Paste-up — Retouching. *Net Weight* 12 lbs. 9 oz.

Glass remains cool for hours of use. Entire area evenly illuminated. *Price Comp.* $32.50 Postpaid.

BG REPRODUCTION CO.
19 S. WELLS ST. • CHICAGO 6, ILL.

BUYING A BUSINESS MACHINE? BE SURE TO

Check on the MOTOR...

★ Experienced buyers of business machines know the importance of the motor in obtaining quiet, dependable operation. This accounts for the increasing preference for office appliances driven by special application Lamb Electric motors . . . known for long-life and trouble-free performance. *The Lamb Electric Company, Kent, Ohio.*

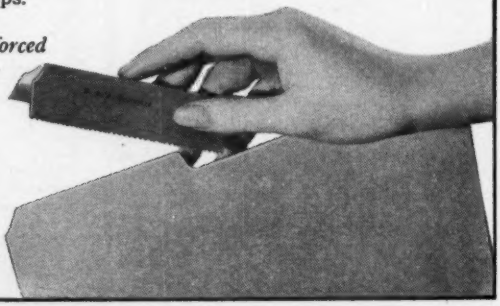
Lamb Electric
SPECIAL APPLICATION
FRACTIONAL HORSEPOWER **MOTORS**

NEW! Reinforced File Folder Tab Labels

Here's why you should use Dennison *Reinforced* File Folder Tab Labels:

- Make worn folders as good as new.
- Reinforce new folder tabs while labeling.
- Form a triple strength tab for long wear.
- Ready to use in easy-to-type strips.
- 8 colors for easy subject classification.
- Fit all ⅓ cut folders.
- No ridges to catch on papers.

Order a supply of Dennison *Reinforced* File Folder Tab Labels from your stationer today.



Dennison

For free samples, write Dennison, Dept. TO, Framingham, Mass.

Reduce Graphotype NOISE!

Lower Operator Fatigue
•
Raise Production
•
Increase Accuracy
•
Improve Work Flow Layout

SOUNTROL Noise Reducing Hoods, the result of many years' research by acoustic engineers, protect your workers from tiring noise—increase work production and accuracy. Your Keyboard Graphotypes can be relocated for better work flow when noise is eliminated and machine's appearance is improved with streamlined SOUNTROL Noise Reducing Hoods which do not increase floorspace, retard ventilation nor interfere with machine servicing. Write for literature today!

JARDIN ASSOCIATES, INC.
OPERATION AIDS FOR BUSINESS
75 MAIDEN LANE **NEW YORK 7, N. Y.**

tions and prices can be had from above address.

CALCULATOR

Facit, Inc., 500 Fifth Ave., New York 18, N. Y., distributes the Facit ESA-O fully automatic 10-key calculator which is easy to learn to use and offers automatic division, multiplication, addition and subtraction. All operating keys are within the normal handspan of one hand. Machine has simultaneous elec-

tric clearing of all three registers. Capacity is 9-8-13 which is sufficient for practically all normal business calculations. Its small size, dustproof housing takes little desk space. Facit Calculators are made in Sweden and a ten years' supply of parts are constantly kept in the U. S. Illustrated literature on this and other Facit Calculators can be had from above address.

DUPLICATING STENCIL

American Stencil Mfg. Co., 2714 Walnut St., Denver, Colo., makes Sure-Rite Shooting Star Film Stencils with Seal-Tabs which attach film sheet to the stencil. Seal-Tab eliminates the mucilage formerly used which caused the stencil stub to remain sticky after the film was removed, making stencils difficult to file. With Seal-Tab, the film can be removed temporarily or perma-

Certified
PAPER ROLLS

FOR CASH REGISTERS

ADDING MACHINES

TELETYPES

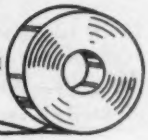
Sold by Leading Stationers and Office Machine Dealers because they are priced for profitable RESALE and are

- Absolutely guaranteed to operate.
- Used in every store and office.
- Clean cut, lintless—no splices.
- Micromatically accurate—each roll tested.
- Wound to fuller yardage.
- Red-ink warning signal marks end.
- Packaged in small, convenient boxes.
- All sizes and colors, standard or special.

Write for Dealers' Price Schedule and Specifications Sheet.

RITTENHOUSE PAPER CO.

6405 S. WENTWORTH AVENUE
CHICAGO 21, ILLINOIS



A Ritchie Air Cushion BELONGS Under Every Office Machine

● At last—an attractive pneumatic-type cushion that definitely softens the clatter of typewriters (standard and electric) . . . adding machines . . . and all business machines!

● And more than that . . . the RITCHIE AIR CUSHION eliminates fatiguing and costly vibration!

● That is why there is a genuine need for a RITCHIE AIR CUSHION under every machine in the office! It's an inexpensive investment in office efficiency that will pay big dividends in fewer errors caused by jangled nerves . . . and higher production . . . better morale!

DEALERS: The effectiveness of the RITCHIE AIR CUSHION offers unlimited sales and profits to wide-awake dealers. Write for prices and discount data on this EASY TO SELL office necessity.

If your dealer cannot supply you, write

W. H. RITCHIE COMPANY

Cherry & Sheridan Sts., Philadelphia 6, Pa.

nently, more quickly and easily, and the job run without annoyance. Corrections can be made faster and easier. When film is removed, all of it comes off, leaving stub-holes clear for putting stencil on duplicator drum and filing without bulkiness at top of stencil. A Seal-Tab stencil may be tried without obligation by writing above address for free sample.

PAPER PRINTED TAPE

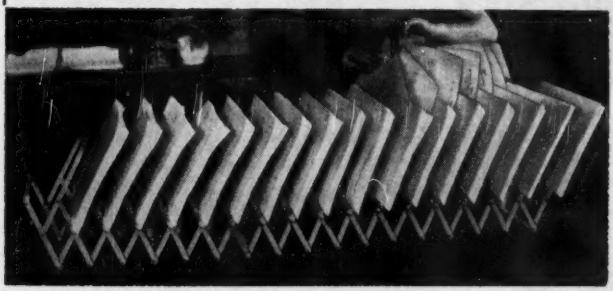
Topflight Tape Co., York, Pa., announces that it has perfected a self-adhesive printed paper tape. Processed in rolls, it can be used in the same way, and in the same dispensers, as the cellulose Topflight tapes.

PHOTOCOPIER

Polaroid Corp., Cambridge 39, Mass., makes a desk-top copymaker, designed for use with the Polaroid Land Camera, which turns out dry, finished copies of documents, letters, sketches, drawings or photographs 60 seconds after the camera

shutter is snapped. It also makes sharp close-up photographs of machine parts and other objects up to 11" x 14". The unit is completely self-contained, ready for use when plugged into an AC outlet. It is easily carried and the size of an overnight bag when closed. The case of

2 HANDS *Collate* 3,500 SHEETS AN HOUR



with the EVANS GATHERING RACK !

Collating is done easily, quickly and cheaply with the Evans Gathering Rack. For large gatherings, use two or more racks end to end. Worker stands or sits, collating without fatigue. Use in assembling direct mail matter, checks, freight bills, and all duplicated and other office papers.

Of all aluminum, racks collapse for setting aside when not in use. Each section holds 500 sheets at inclined angle.

Choose from
8 MODELS
$11.00 to $25.00
Pictured:
18-Section TU
MODEL $25.00

See Your Dealer or Write: **EVANS SPECIALTY CO., INC., 407 N. Munford St., Richmond 20, Va.**

new Addo-X

. . . . designed to fit business needs of today and tomorrow. The new ADDO-X is proven, time-tested.

This new model is producing sales beyond belief. One sale promotes another . . . and another . . . and another . . . .

CUSTOMER SATISFYING FEATURES:

- **STURDY CONSTRUCTION**—designed for intensive office use.
- **INDIVIDUAL "LIVE" KEYS**—for addition, multiplication, subtraction and repeated subtraction.
- **LONG LIFE**—users report trouble-free operation year after year.

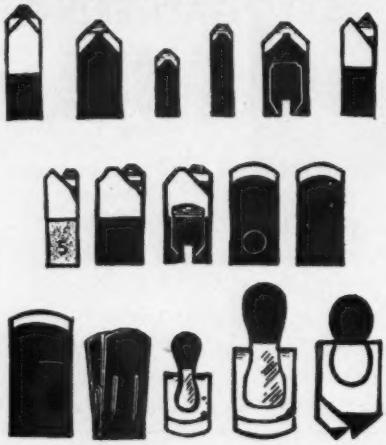
quality

Sole Distributor in the United States

ADDO MACHINE CO., Inc.
145 W. 57 St.,
N. Y. 19, N. Y.
Phone: CO 5-0536

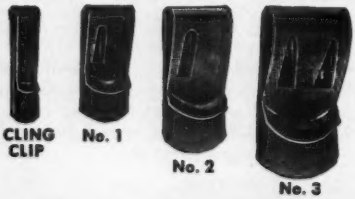
COOK'S STAINLESS STEEL FILE SIGNALS

MAKE FACTS INSTANTLY AVAILABLE



Attached to file cards or ledger sheets, these signals segregate important groups of facts for instant reference—saving hours of time. Made of stainless spring steel in 12 non-chipping colors. Types for all filing systems. Will remain clean and bright under all conditions of dampness. Easy to attach, relocate, remove; always stay put. Samples on request.

"BURRO" PAPER CLIPS



Thin spring steel clips — the smart letter and paper fastener. Easy to attach, hold fast, won't catch other papers.

Other Cook's Office Aids: Bull Dog Letter Clips, Index Tabs, etc. At your dealer's.

THE H. C. COOK CO.
12 BEAVER ST. ANSONIA, CONN.

the copymaker opens to form a rigid support for the camera and the object to be copied. A door in the top opens to provide a vertical mount for holding the standard Model 95 Camera in a vertical position. A simple scale tells how to set the platform to take all the document; what camera setting to use and which close-up lens to use for proper magnification. Lenses are included in the outfit. Camera is operated the same way as in taking regular pictures. Pictures are 3¼" x 4¼" making a letterhead sheet about one-quarter actual size but clearly legible. Camera turns out finished picture 60 seconds after photographing. The copy comes out of the back of the camera dry and ready for use. A built-in timer on the side of the case shows when the necessary minute has gone by. Filtered lighting eliminates reflections from shiny paper surfaces and sharpens contrast of material being photographed. A Polaroid filter is built into camera window and another covers the ring-type fluorescent lamp

THE BEST BAND IN THE LAND...

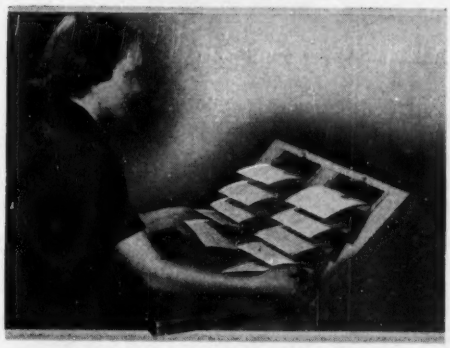
WRITE FOR SAMPLES, PRICES

1 oz.
¼ lb.
1 lb.

ALLIANCE RUBBER CO.

ALLIANCE, OHIO
SLIDELL, LOUISIANA

always a visible check on accuracy—



As she presses the foot pedal and the collated pages come out into her hands, all are there before her eyes.

No slow-up for careful inspection.

Foolproof? . . . it would be awfully hard to let a badly printed or blank page slip through without seeing it.

Write for our simplified COLLATING WORK SHEET "O". Note on it your collating jobs during any period. We'll gladly check it and show you how mechanical collating would compare with your present costs.

See mechanical collating at work — N. O. M. A. Exposition . . . Booth 615

Thomas Mechanical Collator Corp.

specialists in paper gathering

30 Church Street, New York 7 • DIgby 9-2270

Weldon Roberts Erasers

Correct Mistakes in Any Language

JET Eraser

HI-POPULARITY 'CONVENIENCE' ERASER

In Attractive Transparent Holder

Cures eraser "losers," gratifies eraser users. Saves no end of time. Cylindrical stick eraser of finest rubber; choose RED FOR PENCIL ERASING, GRAY FOR INK.

POCKET CLIP STYLE FOR GENERAL USE
BRUSH WHISK STYLE FOR TYPISTS
(illustrated)

Refills, of course.

Not a mechanical gadget. Just unscrew the cap and move the eraser forward.

Tops for typing, accounting, drafting, executive, professional and student use.

Ask your stationer to show you WELDON ROBERTS 'JET' ERASERS. Look for—buy from—this Jet Display Card that you'll see in many stores.

WELDON ROBERTS RUBBER CO., Newark 7, N. J.

stands up under pressure

An Omega lead takes a lot of pressure without breaking . . . thin, lead holds a needle point, makes clean, sharp figures with lightest pressure. 24 brilliant colors, ends colored for quick selection. Ask for sample on your business letterhead.

RICHARD BEST PENCIL CO.
Dept. O Springfield, N. J.

Makers of
ROYAL SCOT and FUTURA Pencils

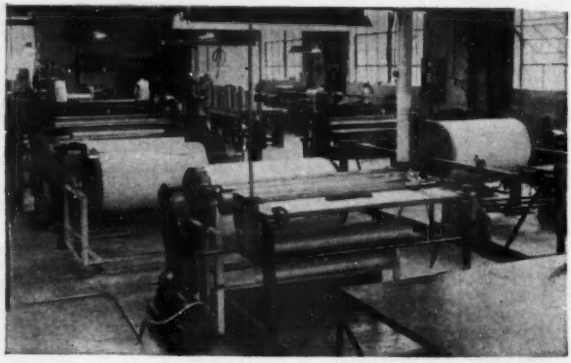
The Omega is a Tyrex Pencil—shaped to fit your hand—will not roll.

OMEGA COLORED PENCILS

THIS TRADE MARK STANDS FOR

Precision

IN TYPEWRITER RIBBON CUTTING & EDGING



Ribbon-slitting machines in our Hawthorne plant.

Our machines were designed and built for one purpose only—to slit and edge typewriter ribbon cloth, of any width or construction, accurately and uniformly.

Our experts have had long years of specialized experience in this work. Our policy is to maintain the constant perfection demanded by typewriter ribbon manufacturers.

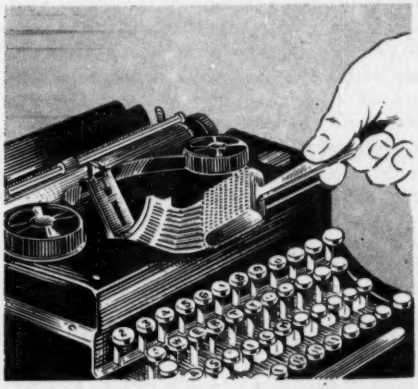
Prompt Service

TEXTILE CUTTING CORP., 178 Fifth Avenue, Hawthorne, N. J.

in the top of copymaker. Positioning of the light source assures uniform illumination.

TYPE CLEANER

Safeguard Corp., Lansdale, Pa., makes the Safeguard Lowston Dee-R-Tee type cleaner. This dry rubber tool eliminates mess in cleaning type and will keep typewriter type clean and shiny. Type is stroked each morning before use, as-



suring clean, neat typing. Dee-R-tee is manufactured in two sizes. The single size is for all typewriters except Royal; the double size is for Royals. Retail price is $1.10 and $1.20 each. Dealers and distributors can secure additional information from the above manufacturer.

Are Your Guide Tabs BROKEN? Cut them off and substitute

Unbreakable spring jaws clamp them firmly to cards but permit removal or rearrangement.

Large openings covered by transparent pyroxylin, white, blue, green, yellow, pink, or red. **Insertable labels** in perforated strips for typing.

2 Sizes, 1" wide and 2". Tops straight or bent back.

Sold by leading stationers. U. S. and foreign, or sent ppd. to responsible firms on 30 days' trial. Price list free.

Samples (5 or less) 2 cents each.

31,000 used by Conn. State Empl. Service

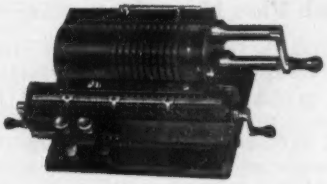
CHAS. C. SMITH, Mfr., Box 726, EXETER, NEB.

SINCE 1874

ORIGINAL-ODHNER

HANDY CALCULATORS

"The machine to count on"



The following example shows simplicity and speed of operation.

ONLY ONE SETTING NECESSARY

Simply set levers at "68" and calculate the answer in 25 seconds without setting any other figures.

68 units @ $1.75	*$119.00*
15% discount	*17.85*
	101.15
Less 2½% for cash	*2.53*
	$ 98.62

Compare the advantages of this sturdy, low-cost, portable, efficient calculator with any machines in the field. Why pay more?

Write for Bulletin QO-53

Odhner Sales inc.

IVAN SORVALL, PRES.

210 FIFTH AVE., NEW YORK 10, N. Y.

SOLE DISTRIBUTORS FOR U. S. A.

NEWS of the Office

British Plan More Protection

British business houses were found much farther advanced than American firms in planning wartime record protection, according to a study by the National Industrial Conference Board. In its sample of 200 American firms, over 90% expressed concern over the problem. More than two-thirds recognized that their present program would be inadequate under wartime conditions. Approximately 75% of the companies surveyed reported they are actively engaged in developing some kind of a program. On the other hand, every English firm visited by board researchers has plans for protecting its records. The British, however, recognize that practices which were successful during World War II may prove insufficient to protect records during an atomic attack.

Some conclusions offered by firms were: it is almost useless to resurrect American World War II practices as they are no longer applicable to the present situation; while in many instances emergency action is called for, a hastily devised program may prove exorbitant and useless because sound and economic protection of vital records requires careful planning; some of the records which American companies have vaulted for years are nearly worthless, while others stacked on open shelves or left about in our offices, drafting rooms and factories would be irreplaceable and priceless if the business had to be reconstructed; a good record-protection program can simplify business procedures and reduce costs by forcing a review of current record-making and record-retention habits.

Professional Secretary Exam

The National Secretaries Assn. is sponsoring an examination to be held Aug. 17-18 for Certifying Professional Secretaries. To qualify a secretary must be at least 21 years old, a high school graduate or have had at least 7 years secretarial experience; or a graduate of a secretarial training program in a high school, business school or junior college with at least 4 years secretarial experience; or a 4-year college graduate with 3 years experience. The examination will have six parts totaling 12 hours: skill in stenography including grammar, spelling and composing ability, 3 hours; secretarial accounting, 2 hours; office practices including filing, 2 hours; principles of business administration, 1 hour; business law, 1 hour; personality and personnel relations, 3 hours. Applications to be made to Dorothy Bentley, 611 W. Ottawa St., Lansing 15, Mich., before July 1. There will be an application processing fee of $5 and $25 more when examination is taken.

Test Clerical Help

Office Executives Assn. of N. Y. has arranged with New York University to test applicants or employees of OEA members for a nominal fee. The program will allow each member organization individual treatment and results of tests will be furnished in 24 hours.

Toronto, Denver Join SPAA

A Toronto, Canada, Chapter has joined the Systems & Procedures Assn. of America. Officers are R. M. Blake, president; D. Webb, Lever Bros. Ltd., 1st

Does Your Typewriter Need Attention?

SYMPTOMS: Annoying Difficulties in Performance
DIAGNOSIS: Heart Trouble (Roller Neglect)
CURE: *FUTURISTIC 5-Star Platen*

Most complaints of your office machine's operation can be traced down by your repairman to the platen or roller. The roller is the Heart of your typewriter and when it is not up to par, any number of difficulties appear.

Why *FUTURISTIC* 5-Star Rollers?

Futuristic 5-Star Rollers are produced by a rubber manufacturing plant interested solely in perfecting office machine rollers. And they are distributed to office machine dealers by a firm with 49 years of experience in this special field.

Futuristic 5-Star Rollers are thus compounded to perfection and ground to perfection, as you, the typewriter user, wants them.

Insist that only Futuristic 5-Star Rollers be installed in your machine by your repairman. They eliminate immediately many annoying machine difficulties you have experienced when using an ordinary platen.

Call Your Office Machine Dealer Now

MANUFACTURED AND DISTRIBUTED THROUGH OFFICE MACHINE DEALERS BY THE

AMES SUPPLY COMPANY

ATLANTA 3
156 Alexander, N.W.

DALLAS 1
1913½ Commerce St.

NEW YORK CITY 7
37 Murray St.

CHICAGO 6
564 W. Randolph St.

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777-779 E. Pico Blvd.

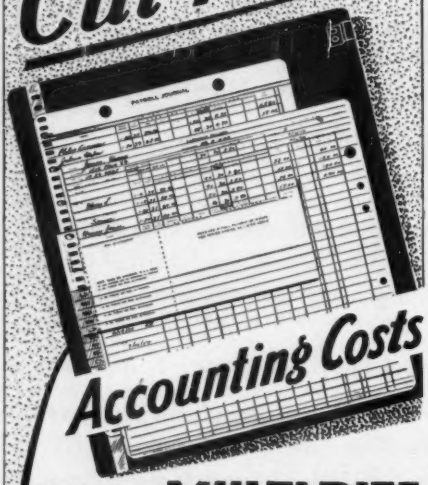
SAN FRANCISCO 5
583 Market St.

EXPORT DISTRIBUTOR

AMES INTERNATIONAL, Inc., 564 W. Randolph St., Chicago 6, Ill.

Cable Address — AMESINTER, Chicago

Cut Your!!



Cesco MULTI-RITE
Accounting Board

Multi-Rite, the new accounting system, reduces bookkeeping costs by 66%.

Eliminates Individual Postings.

One writing completes your payroll . . . giving entries on journal, individual earnings record and pay statement or check. Transcribing errors are eliminated.

Speeds Up A/C Receivable Accounting.

The entries on ledger card, journal and statement are made simultaneously. Statements are ready for mailing at the close of any period.

Multi-Rite gives ⅔ more benefits for ⅓ the cost.

Write for literature today.

LOOSE LEAF Cesco EQUIPMENT

The C. E. SHEPPARD CO.,
44-03 21st Street, - LONG ISLAND CITY, N.Y.

vice president; P. A. York, Amalgamated Electric Corp., 2nd vice president; G. F. Davis, Hydro-Electric Power Commission of Ontario, secretary; G. E. Simmons, Shell Oil Co. of Canada, treasurer. Officers of the Denver Chapter are J. R. McCabe, president; C. A. Myhre, vice president; Hal Daunis, secretary; T. A. Butler, treasurer.

DO-97 Orders Curtailed

NPA amended Regulations No. 4 last month to prohibit certain office items from DO-97 ratings and cancelled the rating on orders for such items as of April 16. Office equipment other than that listed in this amendment may still carry DO-97 order ratings. The items prohibited as maintenance, repair and operating supplies include paper and paper products, paperboard and paperboard products; office furniture and fixtures, desk trays, pens and mechanical pencils, etc., containing iron or steel except as joining hardware.

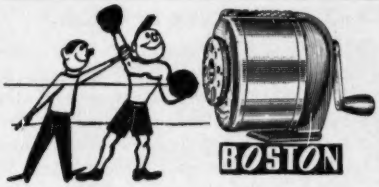
PLASTIC NAME PLATES

- Desk, easel type, plate 1" by 6¾".
- Door name plate 2" x 10".
- Executive style easel type, same size as door name plate.

Beautiful, dignified, permanent name plates. Desk type available, grey or brown. Door name plate transparent plastic with name embossed on black background with gold lettering. For desk type plate imprinted name board can be interchanged quick as a flash . . . make the change to suit your requirements.

Order direct from this advertisement. Prompt delivery.

ACME PRODUCTS CO. GREEN BAY WISCONSIN



BOSTON WINS ON POINTS!

36,890 PENCIL POINTS*

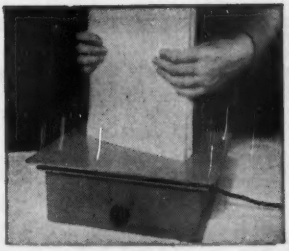
and BOSTON KS was still productive. 3 extra cutting edges on each cutter give 25% longer service. BOSTON prevents waste with firm, clean-cut points.

** Tinius Olsen Test No. 31517*

C. HOWARD HUNT PEN CO.

CAMDEN 1, N. J. *Also manufacturers of Speedball Pens and Products . . . Hunt Pens*

AUTOMATIC



AUTOMATIC

NEW, LARGER, JOGGER!

ONLY $39.95

New Model A-7 Jogger has a deck size of 15 x 12 in. and power to jog more than a ream of paper at a time. Extremely flexible and durable. Pays for itself quickly in mail, duplicating and file rooms; in printeries and binderies, etc. Automatic switch is adjustable for from few sheets to a full ream.

MODEL A-5—½ ream capacity—Deck 12 x 10—$18.95.

MODEL A-10—Rheostat-controlled action, foot switch. Deck Size 20 x 15—$69.95.

MAGIC CIRCLE MFG. CORP.

MAGIC CIRCLE MANUFACTURING CORP.

6136 E. Admiral Place
Tulsa 8, Oklahoma

If You Have a Duplicator—

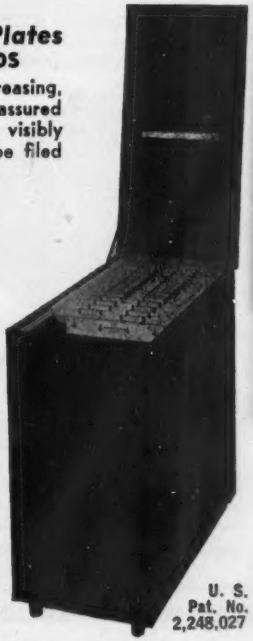
You Need an Atlas Filing System for Stencils or Plates

THERE'S AN ATLAS SYSTEM TO FIT YOUR SPECIAL NEEDS

Stencils hang (2 on hanger) FREE from damage by folding, creasing, wrinkling or sticking. Plates or masters (1 on hanger) are assured PROTECTION against scratching or careless handling. All can be visibly indexed for instant location with Atlas Index Tabs. Stencils may be filed together with copy.

Atlas Double Hangers (DSH) with locking lug, file stencils vertically.

Atlas Spring Clip Hangers (PSC series) file vertically stubless stencils and plates, stencils in file wrappers, x-rays, photographic films, etc.



U. S. Pat. No. 2,248,027

De LUXE MODEL holds 200 to 500 stencils, 300 plates or masters. Securely hinged cover has file pocket for samples or references. Crackle enamel won't show ink smudges. Heavy metal welded construction, ball-bearing casters. 25" high, 12½" wide, 25" deep. Other models for every size office. PROMPT DELIVERY. ***Write for illustrated literature.***

IMMEDIATE DELIVERY ON ALL MODELS

ATLAS STENCIL FILES CO., 1662 E. 118 St., Cleveland 6, Ohio

"DEALER'S CHOICE"
for
BUILDING BUSINESS

Barrett

GRAYTONE MODELS
WITH DIRECT SUBTRACTION

MODEL B192E
Electric Printing Calculator
9-Column Totals up to 9,999,999.99

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Hand-Operated Printing Calculator
9-Column Totals up to 9,999,999.99

EXCLUSIVE SALES AGENCY PLAN!

Some territories now open for exclusive assignment. If interested in securing an exclusive and profitable agency, write for full information.

BARRETT ADDING MACHINE DIVISION
Lanston Monotype Machine Company
24th and Locust Sts., Philadelphia 3, Pa., U.S.A.

Woodbridge Talks to O.E.A.

Office Executives Assn. of N. Y., New York Chapter of NOMA, was treated at its April meeting to an informative talk by C. K. Woodbridge, president, Dictaphone Corp. His discussion of human relations in business, a factor that Mr. Woodbridge as an executive practices no less than he preaches, was extremely well received. Chairman of the meeting was L. C. Stowell, president, Underwood Corp., and a former president of Dictaphone Corp.

National Conference & Exhibit Calendar

National Assn. of Credit Men, Statler Hotel, Boston, May 13-17.

Insurance Accounting & Statistical Assn., Palmer House, Chicago, May 14-16.

National Office Management Assn., Commodore Hotel, New York, May 20-23.

New York Stationery Show, New Yorker Hotel, May 20-25.

Life Office Management Assn., Mayflower Hotel, Washington, May 21-22. Edgewater Beach Hotel, Chicago, Sept. 24-26.

National Assn. of Cost Accountants, Palmer House, Chicago, June 24-27.

National Office Machine Dealers Assn., Statler Hotel, Detroit, June 28-30.

CIOS, International Management Congress, Brussels, Belgium, July 5-11.

National Secretaries Assn., Shamrock Hotel, Houston, July 18-21.

National Stationery & Office Equipment Assn., Stevens Hotel, Chicago, Sept. 22-26.

Controllers Institute, Waldorf-Astoria Hotel, New York, Sept. 30-Oct. 3.

American Institute of Accountants, Chalfonte-Haddon Hall, Atlantic City, Oct. 7-11.

Institute of Internal Auditors, Roosevelt Hotel, New York, Oct. 14-16.

National Institute of Governmental Pur-

Designed for the average office mailing requirements

HANSON POSTAL SCALE
Model 1546

Large, easy-to-read dial shows exact postage for air mail, first class, and merchandise by zones. Capacity of scale is 2 lbs. by 1 ounce. Overall size, 5½" x 6½" x 2¼", platform, 2" x 3". Beautiful Lustron plastic body and new type super sensitive mechanism.

Order from your office supply dealer. Larger capacity models available.

HANSON SCALE CO. Est. 1888 Chicago 22, Ill.

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U.S.

CASH REGISTERS

For INDEPENDENT Dealers

(Liberal Open Account Terms)

FEDERAL-FEDERAL

The FEDERAL CASH REGISTER CO.

DEPT. 18 P. O. BOX 2265 KANSAS CITY, MO.

THE MOST WONDERFUL IMPROVEMENT IN TYPEWRITING

Safeguard's Lowston D-R-T

Safeguard announces the newest addition to their office equipment line, the Safeguard Lowston Dee-R-Tee. This dry rubber tool eliminates all mess in cleaning type and will keep type as shiny as silver.

- No soiled fingers
- No liquids
- Quick and easy
- Economical

D-R-T CANADIAN DISTRIBUTOR — UNDERWOOD LIMITED, TORONTO 1

SAFEGUARD MODEL H CHECKWRITER YOUR ASSURANCE OF COMPLETE BANK ACCOUNT PROTECTION

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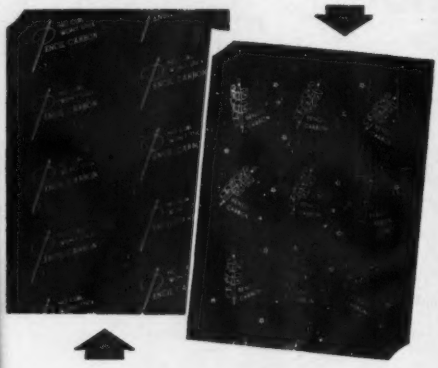

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Ask your Dealer for Samples to try in your own office. If he can't supply them, write direct to us.

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Detroit 18, 37 Linden St., River Rouge, Michigan

chasing, Shoreham Hotel, Washington, Oct. 21-24.

National Assn. of Bank Auditors & Controllers, Roosevelt Hotel, New Orleans, Oct. 22-25.

National Business Show, Grand Central Palace, New York, Oct. 22-27.

Social Security

(Continued from page 80)

adventures of the application and account number forms, bidding farewell to the Actuarial Cards because they serve no further purpose in the establishment of the employee's account and are useful for analysis only.

Once a month the accumulated applications are microfilmed at a 17:1 reduction ratio, each block being filmed as a unit. One set of films for each block is placed in a box labeled "from"—"to" with area, group and serial numbers, which is then stored in another building. Meanwhile the filmed applications are filed in account number sequence.

Coincident with this month-end withdrawal of applications from their holding file, the related annual summary and cross reference cards are likewise withdrawn and listed in the Register of Accounts Established (Fig. 3). On a new page for each hundred series is printed birth date, sex, color; first, middle and last name (up to 10, 3, 12 letters respectively) in addition to the account number. This register is a continuous pin-feed form, torn apart into pages when the Annual Summary Cards have been listed. With the aid of related cross reference cards, the cross references as to *name* are noted in ink on these pages.

After careful reviewal the register pages (Fig. 3) are filed in numerical sequence, by hundred series in post binders. The file thus created is called the Numerical Register. Unlike the visible-sound file, its filing principle rests on *account numbers* rather than on names. It is a complete list of all

THE MODERN COPYHOLDER

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THIS IS A REVERSE REDUCTION OF A 2 COL. x 6" NEWSPAPER AD BEING USED BY Cramer DEALERS. ORDER YOUR MAT.

ONE FOR THE RECORD!
NEV-R-KURL Makes Copies That Last Forever

These copies will last forever, and they'll be sharp and clear throughout their life. Yes, Mr. Dealer, the span of life of a carbon copy made from NEV-R-KURL, even after the sheet has been used twice as long as other carbons, is only exceeded by its facilitating features. NEV-R-KURL won't smudge even in hot weather, won't tree, curl or wrinkle. It always lies flat and won't slip because of its plastic backing. Dealers report phenomenal repeat sales from NEV-R-KURL users. Join these dealers for your share of high profits.

such numbers outstanding.

When the wage records for the accounts in the block have accumulated and the area is to be posted, Annual Summary cards for a complete thousand series of accounts are removed from file and put through an alphabetic automatic carriage accounting machine. The cards are thereby listed on Employee Ledger Sheets (Fig. 4), the form to which all wages reported for the employee by his employer are posted. This is a reversible, continuous pin-feed form, which discloses (a) the four digits of the serial number of the account, (b) first letter of first name, (c) first letter of middle name, (d) first twelve letters of surname, (e) complete account number.

A bursting machine cuts off the pin-feed holes and bursts the sheets apart. The sheets are of card thickness. Where there's a surname-cross-reference card for a certain account, information items a, b, c and d above are also machine-printed from it on both sides of ledger sheet.

To assure automatic control for posting, the proper serial number is punched into each ledger sheet, as shown in Fig. 4, by means of specially designed ledger sheet punches. It will be noted that the "9" is at the top and that zeros are not punched but show as blank columns on the ledger sheet. The printed and punched sheets are filed in account-number sequence. Annual Summary cards are similarly filed in the Wage and Summary Card File. Cross reference cards are machine-sorted into State area number groups and in alphabetical sequence by the first three letters of surname. Thereafter the cards are machine-listed on an Office Record and Cross Reference Form (Fig. 5) to show (a) up to the first ten letters of the first name, (b) first three letters of middle name, (c) first twelve letters of surname and (4) the account number.

We have now witnessed, in its entirety, the "establishment" of Social Security employee accounts. Remains only to mail the Office Record and Cross

PAYCHECK "Outlook" ENVELOPES

The quick, easy, safe way to handle pay checks. Name only, as written on the check, shows through window in opaque envelope. This insures privacy for employer and employee. Saves second addressing of names on ordinary envelopes and prevents checks getting mixed. Made any size, with window opening positioned to fit your checks.

Send us check you now use and we will submit sample Paycheck "Outlook" Envelope and prices based on your estimated yearly requirements.

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Originators of "Outlook" Envelopes
1007 Washington Blvd., Chicago 7, Ill.

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OFFICE MACHINE STANDS
BUILT FOR SERVICE

Combining Portability—Efficiency—Appearance—Durability

Adjustable to the natural position of any pair of hands. KARLO STANDS are designed to give better service than any other office machine stand on the market. KARLO STANDS combine added features which assure maximum portability, attractive appearance, utmost efficiency and greatest durability.

Write for full particulars

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32-36 Ionia Ave. S.W., Grand Rapids 2, Mich.

for use in MILITARY SERVICES
DEFENSE INDUSTRIES
CIVIL PROTECTION
FIRE, POLICE, HEALTH DEPARTMENTS

George B. Graff Co., Cambridge 40, Mass.

Reference forms to the various State Unemployment Compensation Agencies, to which carbons of the Account Number Cards (Fig. 2) have already been sent. These agencies interfile the newly received forms alphabetically, thus providing a current record of employees' names wherever employed in that State.

In addition to the 96 million accounts established, the National Employee Index at Baltimore includes 20.5 million cross reference names, 4.5 million beneficiaries and 2.25 million Railroad Retirement numbers—over 123 million in all. The recently amended Act, bringing millions of new workers under Social Security coverage, is greatly increasing the number of accounts processed. However, the added load is being picked up with no apparent strain.

Before leaving Social Security headquarters in Baltimore, we cannot withhold tribute to the new Annual Wage Listing (Fig. 6). This veritable brain cortex of accounting, partly self-explanatory from the reproduction, would furnish a fat sequel to our story. In brief, the listing contains the individual employee wage information as well as the summary information respecting quarters of coverage, increment years, etc. Annually the listings are microfilmed, with each thousand series of accounts placed on a separate film spool. Onto this spool is spliced the film for subsequent years in the same thousand series. Thus one spool of film will carry a lifetime history for a series of one thousand accounts.

FULL PRICE $10,000

Owner wishes to sell business including inventory, patents and dies. Value of inventory on hand at current retail prices is $20,825. This is a going business, and because of owner's active interest in an automobile agency and an export firm, he is unable to devote enough time to develop the proved national market potential of the product. Sell through jobbers or direct to users. Paper, wrapping, shipping and related fields. For particulars, write Box 551, Office Publications Co., 270 Madison Ave., New York 16, N. Y.

NO. 50 DIE PLATE DATER

Rugged, die cast, die-plate dater that shows days, months and years with made-to-order copy on the die plate. Available in 9 different sizes.

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TYPEWRITER RIBBON FABRICS

TO MEET THE MOST EXACTING REQUIREMENTS

IMPORTED DOMESTIC

HOYE TEXTILE CORP.

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★ **Recall key.**
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Available in Manual or Electrical Models.

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171 Madison Ave., New York 16, N. Y.
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NEWS of the Industry

Safe Manufacturers Elect

A. Wayne Jackson

The following officers were elected at the annual meeting of the Safe Manufacturers National Assn.: A. Wayne Jackson, vice president, Diebold, Inc., president; W. F. Mosman, president, Herring - Hall - Marvin Safe Co., vice president; W. J. Parker, secretary-treasurer. Directors are E. H. Mosler, Sr., president, Mosler Safe Co.; G. H. Bockius, president, Diebold, Inc.; A. N. Seares, executive vice president, Remington Rand, Inc.; L. C. Walker, president, Shaw-Walker Co.; S. R. Akers, president, Meilink Steel Safe Co., and Mr. Mosman.

Armed Forces at Business Show

The 1951 National Business Show, in New York's Grand Central Palace, Oct. 22-27, promises to be with the inclusion of the Department of Defense among its exhibitors, one of the year's big events in the industry. According to Rudolph Lang, managing director, present plans call for participation by all branches of the Armed Forces, Munitions Board, and Department of Defense. While specific subject material and actual exhibits have not yet been decided upon, tentative schedules call for actual installations of machines and working sections illustrating ways and means that the various services process office operations to save time, money and manpower. There will be a high degree of interest in the exhibit because it is expected that many of the office and equipment applications will not only be unique but, in many instances, adaptable to general industry. In addition to the working exhibits, there will be qualified personnel from the Munitions Board present to answer questions on Government contracts, coordination and methods of obtaining approval of items used in the Defense Program. The program committee for the Office Week Forums will include key defense personnel from all branches speaking on subjects extremely pertinent to the welfare of all divisions of the office machine and equipment industry. The National Business Show Office

Cramer Posture Chair Co. are increasing their Kansas City, Mo., manufacturing space to 90,000 sq. ft. Cramer is supplying 2500 chairs to the United Nations Secretariat in New York.

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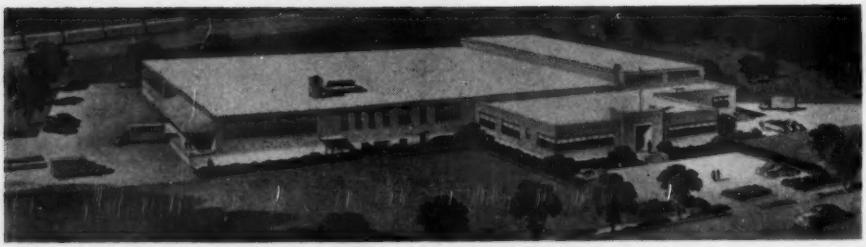


New half-million dollar plant of Arthur J. Gavrin Press, Inc., at New Rochelle, N. Y. Its 65,000 sq. ft. will allow the company to almost double its operations. A housewarming will open the new plant on May 12, the firm's 13th anniversary.

Forums have always drawn upon fine speakers from the industry, and the inclusion of defense personnel is expected to increase not only interest but attendance as well. Charles B. Haverin, president, Office Executives Assn. of N. Y., said, "Recognition of and participation in the National Business Show by the Department of Defense is extremely gratifying. We sincerely feel that this Department of Defense exhibit will prove extremely interesting and educational to everyone who exhibits or attends."

MacArthur to Join Industry

It was announced last month by James H. Rand Jr., that General of the Army Douglas MacArthur will join Remington Rand, Inc., to become a director of the company and to take an active part in its affairs.

Old Town Shortens Name

As a recent stockholders meeting, the name Old Town Corporation was approved as the new corporate title for the former Old Town Ribbon & Carbon Co., Inc. President P. A. Batchker set forth several reasons for the change, the most important being that the old name gave an inaccurate indication of the products now manufactured at Old Town. When the company was founded 35 years ago, typewriter ribbons and carbon papers were the only products. Since

This attractive, nautical window by Halsey & Griffith, West Palm Beach, Fla., one of the hosts at the recent 4th District NSOEA Convention, featured Allied's Flagship Metallic-Back line of Curl-Proof Carbon Papers.

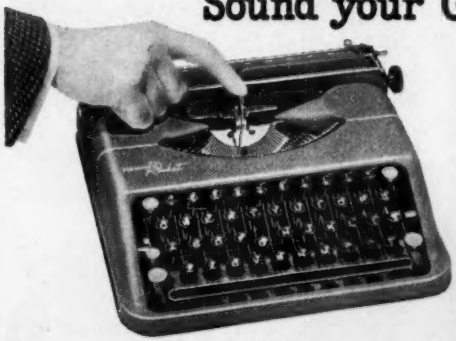
Lift it...

That's right, slide the carriage right over, and grab hold firmly... then lift it aloft like a Snickery-Snee. (Tip to Demonstrator: don't try this trick on any other make typewriter, brother!)—that's strength!

Dangle it...

Pick it up by the type bar. Let the type bar support the whole weight of the machine, unaided—this is portability!!

Sound your "G"



Lend an ear as you twang a musical note by side-springing the type bar "G." This sound is your assurance of pretempered steel bar and firm faultless construction . . . the lightest and sturdiest portable . . . hardly half the weight of ordinary portables and built to last—this means quality. Your customers deserve the best!

By all means stock it...the Hermes Rocket

You'll make *more* PROFIT on the Hermes Rocket

Mail in this coupon and find out how ⟶

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Please send me information on the Hermes PROFIT line.

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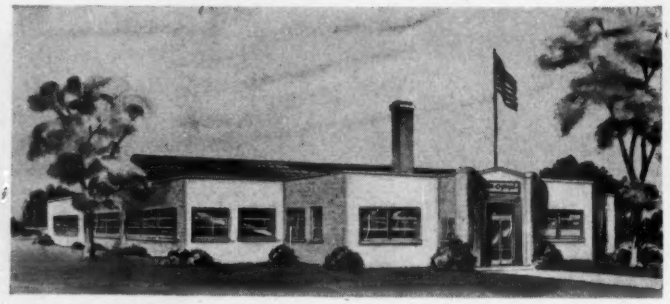
Paillard Products Inc., Dept. *M5* *265 Madison Ave., New York 16*



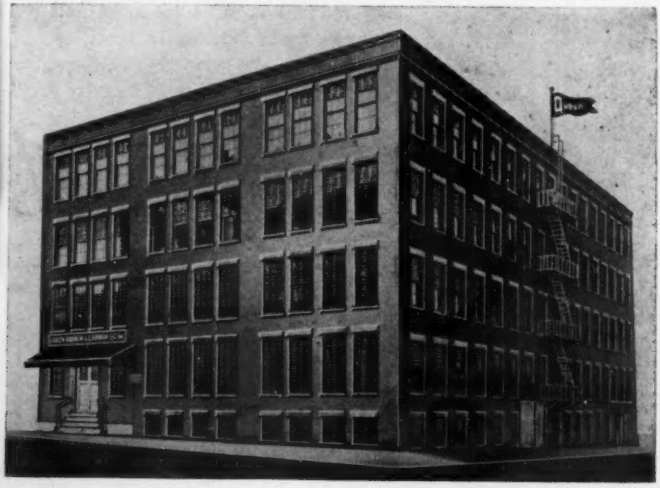
New, modern plant of Rex-O-Graph, Inc., in Milwaukee, with increased space and facilities to meet expanded demands for their line of duplicators.

then, the company has greatly expanded and today manufactures spirit duplicating machines, hectograph and spirit duplicating carbon papers, printed forms and duplicating supplies, as well as typewriter and pencil carbon paper and a wide variety of inked ribbons. Further reason for the change is the general usage by dealers and customers of referring to the firm simply as "Old Town." Officers re-elected were: Joseph S. Eaton, chairman of the board; P. A. Batchker, president; A. W. Young, vice president and general manager; Jerome A. Eaton, treasurer; Donald Scott Sharpe, vice president; I. A. Freedman, secretary.

Secretary of Todd Co.

L. T. Thomasma

Len T. Thomasma, assistant general sales manager and a director of Todd Co., was elected secretary at the annual meeting of the board of directors. Mr. Thomasma succeeds Charles E. Bradford, who retired last year. He joined Todd in 1927 as bank supply representative in Wisconsin and later became salesman of the



This building with its new equipment is the third plant in full operation by Queen Ribbon & Carbon Co. The building, in Brooklyn, N. Y., houses Queen's executive offices and makes a total of over 200,000 sq. ft. of space devoted entirely to manufacturing.

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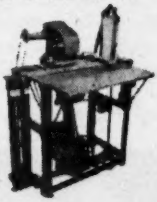

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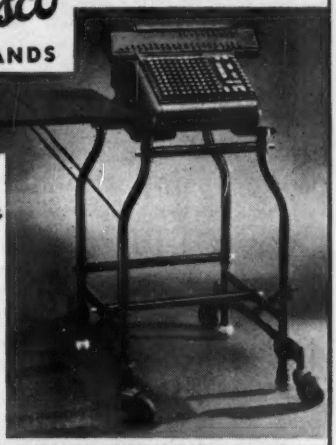

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ESTABLISHED 1921

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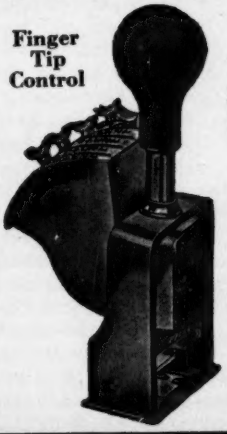
Gear Construction Numbering Machines

Finger Tip Control



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Prices with full details on request.

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440—73rd Street, Brooklyn 9, N. Y.

firm's commercial products. After serving as manager of Todd zone offices in Milwaukee and Cleveland, he was appointed assistant general sales manager in charge of Protectograph checkwriter and checksigner sales. In recent years, his duties have been chiefly with the administration of Todd's 30 field offices from coast to coast.

Gray Appointments

W. E. Ditmars, president, Gray Manufacturing Co., announced the appointment of Harry W. Stewart as commercial manager. Mr. Stewart has been with Gray for two years in the sales promotion department. Prior to his employment at Gray, Mr. Stewart was active in various branches of the communications field and in the Air Force during the war. In his new capacity, he will maintain offices at the Gray plant in Hartford and at the Gray offices in New York.

Perry Cabot

Harry W. Stewart

Mr. Ditmars also announced the appointment of Perry Cabot as director of advertising. Mr. Cabot has been an account executive with Dickie-Raymond, Inc., Boston, and has been associated with them for the past three years. Previously, he was a member of the advertising department of the Liberty Mutual Insurance Co., Boston, for three years. During the war he served in the Navy. Mr. Cabot will supervise all Gray advertising activities, including advertising and sales promotion for the Gray Audograph and for the Gray Research & Development Co.

Eastern Corp. Merchants Meet

At the National Paper Trade Assn. Convention in New York last month, Eastern Corp., makers of Atlantic Bond, entertained its many merchant executives at a luncheon and sales meeting on the day preceding the general convention opening. The meeting presented the advertising and sales promotional plans for Atlantic Bond. K. W. Henderson, advertising manager, discussed the year's advertising plans. Speakers included Donald M. Hobart, vice president, Curtis Publishing Co., and Paul W. Manning, American Broadcasting Co.

Robotyper in North Carolina

Robotyper Corp. has moved its plant and offices from Detroit to Hendersonville, N. C. The move was compelled by their increase in business and the location in North Carolina was chosen because it is equidistant from New York, Chicago, New Orleans and Jacksonville; has excellent transportation and shipping facilities by air, rail, truck and bus to all points. Labor and living conditions are also excellent with every facility for modern manufacture.

Macon Elected Vice President

J. L. Macon, Atlanta branch manager, was elected vice president of the southeastern division of Ames Supply Co. at the annual board of directors meeting. Jack Macon has been manager of the Atlanta branch since 1948 and is well-known throughout the industry, having spent over 20 years as a typewriter mechanic, owner and manager of his own firm, and branch manager for Ames Supply Co. He is a past president of National Office Machine Dealers Assn. and at present actively engaged in the Southern Office Machine Dealers Assn. Mr. Macon, with his many years of repairing and selling office machines, has a thorough knowledge of parts and platens. In the two years he has been Atlanta branch manager, that branch has increased business to very satisfactory

THE WORLD FAMOUS

Olympia

ALL-PURPOSE PORTABLE TYPEWRITER

Made In Western Germany

Styled for Personal Use

Dust-protective exterior in Black, Wine Red or Olive Green Crackle Finish.

Built for Office Operation

44 non-glare keys, left and right shift key, left and right marginal stops, line-adjusting lever for 3 different spacings, platen release knob, automatic ribbon reverse, line-indicator ribbon-adjusting lever for black or red typing and stencil cutting, quiet carriage and shift key action, line indicator plate with paper holder to allow typing to top and bottom edges of sheet, handy carriage release, clear type with high impact strike for making many legible carbon copies, handsome carrying case for easy portability, and many other *selling* features.

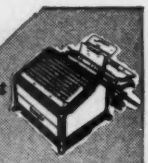
Exclusive Dealerships Available. Write Today for Full Information.

INTER-CONTINENTAL TRADING CORP.

90 WEST STREET, NEW YORK 6, N. Y.

Burroughs

Select Rough — Rebuilt



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- CALCULATING
- ACCOUNTING
- ADDING AND BILLING machines bought, sold, rented, repaired or reconditioned. Write for current prices.

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proportions which is attributed to his knowledge of the business and his personal considerations shown to the dealers of his native southland. The Atlanta branch is now located at 156 Alexander St., N.W. This move was made in March so that greater convenience could be offered to office machine dealers. The new address features a ground-floor location, away from the congested section of the city; free parking area at the rear of the building; and a relaxing customer lounge within plus rapid service on platens, parts, tools and supplies.

Remington Rand—Bull Pact

An agreement providing for the manufacture and sale of tabulating equipment, under patents, between Remington Rand Inc., and Cie. des Machines Bull of France, leading manufacturer of punched card tabulating machines on the European continent, has been announced. This does not provide for any changes affecting the ownership of either company, nor does it in any way alter the present manufacturing or distribution rights of either company with respect to its products. Remington Rand's developments in the field of electronics, particularly in computers, will be made available as far as practicable to the Bull company. Last year Remington Rand acquired control of the Eckert-Mauchly Computer Corp., Philadelphia, developers of Univac. In addition, Remington Rand has developed an "office size" electronic computer at its Laboratory For Advanced Research, South Norwalk, Conn. Cie. des Machines Bull produces and markets punched card tabulating equipment as does Remington Rand, and is also engaged in extensive developments and research in the electronic field in France, having recently concluded an agreement with the Society S.E.A. of Paris. The advantages of both systems may be combined under the arrangement.

Plus Expands

Plus Computing Machines, Inc., announces that because of the expansion

of their activities during the past six months their head office, show rooms, and service department have moved to new quarters at 5 Beekman St., New York 38. Telephone number remains the same Rector 2-0045.

Free Stationery to Korea

Sheppard Envelope Co. offers to send any service personnel in Korea a dozen Envo-Letters free, for use in writing home. Put their name and APO address on a postal along with your own name and address and send it to Sheppard Envelope Co., 1 Envelope Terrace, Worcester 4, Mass.

Acquires American Perforator

E. H. Hotchkiss Co., Norwalk, Conn., has acquired American Perforator Co., Chicago. David McGilvray, president of Hotchkiss, is executive vice president of American Perforator Co. Harvey E. Sauntry, Hotchkiss treasurer, is now vice president and general manager of the Chicago firm. William C. Dickneider is vice president in charge of sales for both companies. E. William Morton remains as sales manager and James D. Wellborn, vice president in charge of manufacturing. William M. Wetzel acquired ownership and management of the 50-year-old Hotchkiss firm in 1947. American Perforator Co. was established in 1910.

Jogger Distributors

Magic Circle Mfg. Corp. announced the addition of the following dealers for their line of Magic Jog Paper Joggers: Tompkins Printing Equipment Co., Chicago; Kalamazoo Printing Machinery Co., Mich.; John R. Moss & Son, Detroit; Midwest Printers Supply, Cincinnati; Mimeograph Co., Atlanta; Mimeograph Co., Cleveland; Charles Egan Co., Birmingham; Denning Bros., Chattanooga; E. C. Palmer & Co., Dallas, New Orleans, Tampa and Miami; Business Controls, Inc., New Orleans; Allen & Lounsbury, Indianapolis; Thomas H. Cox & Son,

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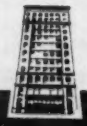

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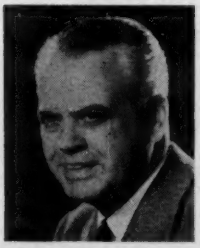
Berger Stationed in Chicago

Robert S. Berger, president, Rittenhouse Paper Co., Chicago, has been appointed assistant intelligence officer of the Ninth Naval District, stationed in Chicago as Lieut. Commander. The many friends of this manufacturer of adding machine and cash register rolls will be pleased to know where he is stationed.

A. B. Dick Appointments

A. B. Dick Co. announced appointment of T. T. Miller as general sales manager and E. L. Tabat as manager, sales development. Mr. Miller will supervise the field sales activity of A. B. Dick Co. He will also continue in his present capacity as regional manager for the



T. T. Miller

E. L. Tabat

eastern region and will be located in the company's general offices in Niles, Ill. Mr. Tabat will supervise the activities of the company's staff sales organization including the sales promotion and advertising, market research, sales engineering and sales training departments. He will be also located at the general offices in Niles.

Government Controls on Dealers

The operation and effect of government controls on the office machine industry will be given a thorough going over at the convention of the National Office Machine Dealers Assn. at the Statler Hotel, Detroit, June 28-30. Nick

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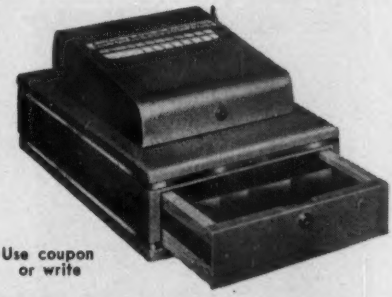

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Fucci, chairman of the Office Machine Industry National Committee, will be in charge of this all important discussion. As chairman of this vital committee, Mr. Fucci has had many opportunities to study the control setup of the government and has been in consultation with top government officials on several occasions. Assisting him at these discussions will be Ed Toussaint, president of NOMDA, and Clarence Bush, Washington, D. C., both members of the committee. All three have been in the nation's capital for conferences with control officials.

Kapland is Vice President

Mitchell A. Kapland has been elected a vice president of Cummins-Chicago Corp., according to Paul Jones, president. Mr. Kapland will be responsible for all sales activities of branch offices and distributors throughout the world.

Diebold Ad Manager

J. J. Gutheinz

Diebold, Inc. announced the appointment of J. J. Gutheinz as sales promotion and advertising manager. Mr. Gutheinz joined the company in 1945 as salesman in the Cleveland branch. He was later active as sales

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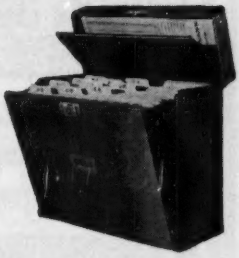

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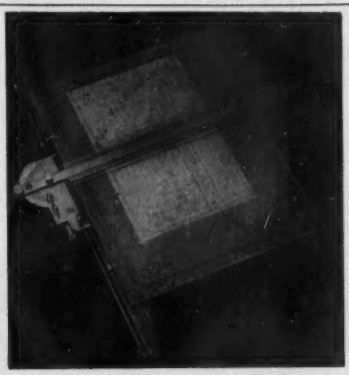

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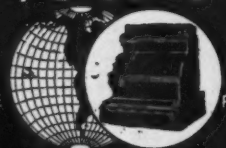

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representative in the Dallas, Ft. Worth territory. In 1947 he was made branch manager of Diebold's Seattle operation, the position he occupied until 1950 when he was appointed assistant sales manager of Diebold's Record Systems Division. Prior to his association with Diebold, he served in the Headquarters Office of the Army Air Forces Training Command and before the war as a sales representative for Art Metal Mfg. Co. and Brooks Bros., Cleveland.

Controlled Materials Plan

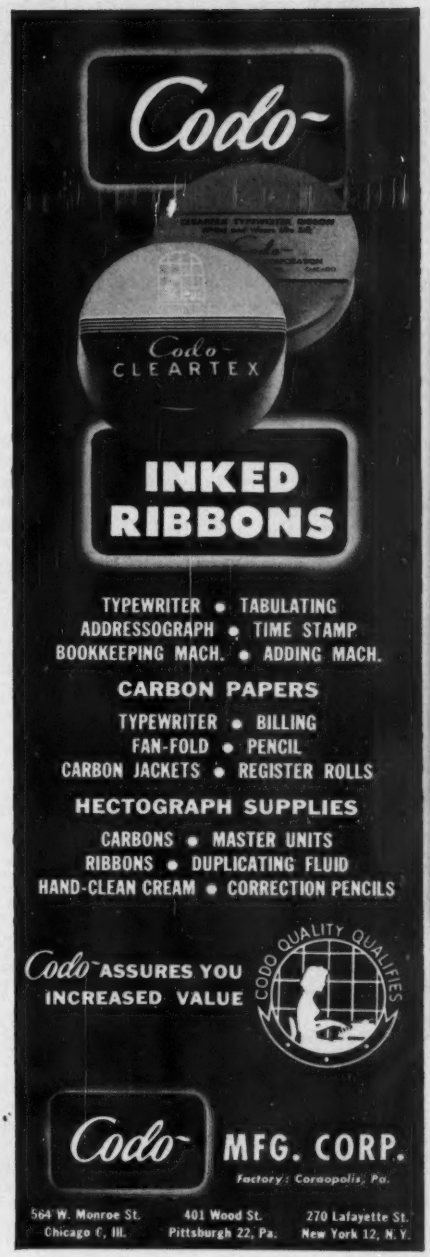
The Controlled Materials Plan for the year's third quarter is effective July 1. Defense and defense supporting production will receive allotments of copper, steel and aluminum while other production will continue to the extent that materials are available. Producers must report their detailed requirements on forms issued this month by the National Production Authority.

Navy Contract to Clary

An additional Navy contract of $2,100,000 for reprocessing bearings has been received by Clary Multiplier Corp., Hugh L. Clary, president, reported. The total order backlog of the company now exceeds $7,500,000. Work has begun on a 15,000 sq. ft. addition to the San Gabriel plant to meet the increased production demands at that location. Most of the work on the new Navy contract will be done at Clary's recently opened auxiliary plant in Downingtown, Pa.

Merrill B. Sands

Following a prolonged illness, Merrill B. Sands, 66, former president of Dictaphone Corp., passed away March 19. Originally an advertising executive, he joined Dictaphone in 1927 as general sales manager followed by his appointment in 1937 as president. His deep interest in the profession of office management and his many contributions up to only a few years ago to the development of the National Office Management Assn. resulted in his recent nomination as a fellow of that organization.



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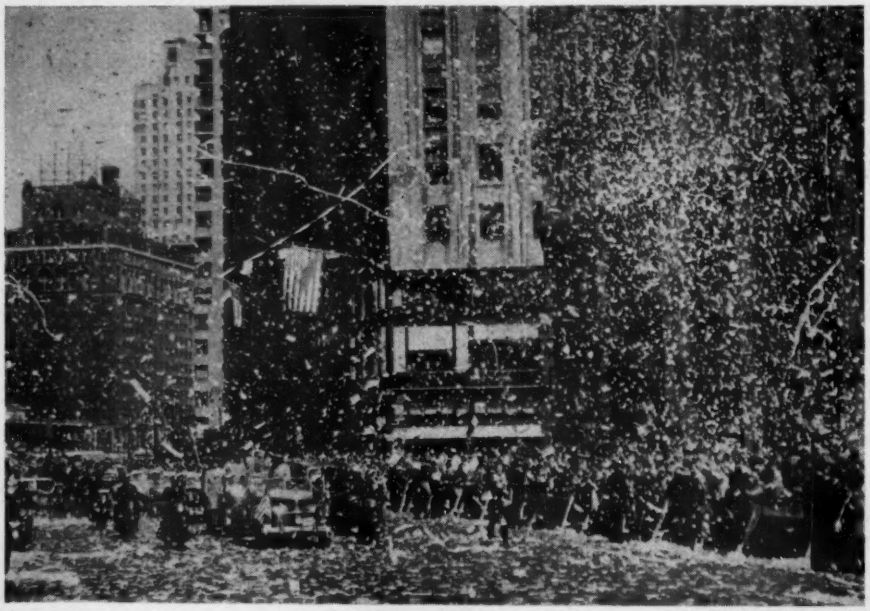
As WE See it

An Office Welcome

THE millions who shouted their welcome to General of the Army Douglas MacArthur last month included people in every walk of life and every line of business. But the unique display in the sky above the General's car was a typically American office welcome. Continuous forms from a multitude of businesses, ticker tape from stock brokerage offices, torn-up time sheets and job tickets from manufacturing establishments—all types of clerical forms were represented in the 3000 tons of paper which showered from windows in New York's business district. If any of the army of sanitation workers, whose job it was to clean up the papers, had the time or inclination, theirs was an unusual opportunity to review the forms of an entire city's business firms. In the case of General MacArthur, this singularly heavy paper display may prove prophetic if, as has been announced, the General is to join the office equipment industry.



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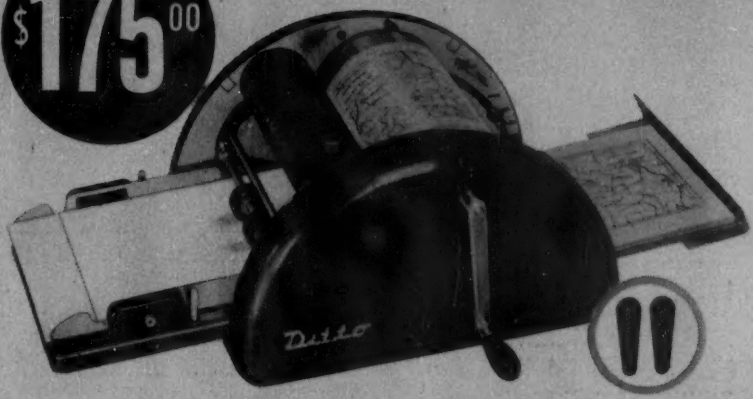

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